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**88th Regional Support Command  
Fort McCoy, Wisconsin**



**Annual Command History**

**2011 ANNUAL HISTORICAL SUMMARY**



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### Commanders Summary

Calendar year (CY) 2011 was the third full year of operations for the 88th Regional Support Command (RSC). At the beginning of 2011, I had been in command for 18 months. My priority and command emphasis was on achieving set goals, core competencies, and values as an organization. This was done through setting and evaluation of metrics to validate the needs of our customers and securing proper results through execution. A Command Strategic review of the book *Power of Alignment* by George Labovitz and Victor Rosansky was conducted with senior staff members. The themes of the book: the Main Thing, Measures Focused Around the Main Thing, and a Self Aligning Organization; helped us as an organization to focus the staff on Customer Service and Base Operations (BASOPS). Both areas are supported by metrics, providing feedback on customer satisfaction, which was emphasized and reevaluated during the annual Customer Focus Conference (CFC). Another priority for the 88th RSC was to ensure the command was a readiness multiplier for supported commands and that the staff focused on opportunities/priorities for the year which included: Base Realignment and Closure (BRAC), General Fund Enterprise System (GFEBs), Customer Focus, Army Community of Excellence (ACOE), and working with Fort McCoy. Finally, I ensured, the 88<sup>th</sup> RSC staff was postured for success in order to capitalize on opportunities such as medical processing, Soldier Readiness Processing Centers (SRPCs), and the Chicago St. Patrick's Parade.

The Strategic review with the staff was held on 18 June 2011 at Jake's in Sparta, WI. The 88<sup>th</sup> RSC command and staff continued their pursuit of providing 'Best in Class' customer service and BASOPS by constantly maintaining the highest customer service rating in the United States Army Reserve Command (USARC). The command's number one priority was to focus on the needs of our customers; Supported units, Soldiers, civilians, and Families within the 19 state Area of Operation (AOR). The objectives and metrics for CY 2011 helped the 88th RSC meet and exceed mission requirements of providing 'Best in Class' BASOPS and unit multiplier support to all units in the AOR, which consists of over 55,000 Army Reserve Soldiers comprising 566 units and their family members. CY 2011 was a year of change and transition, challenges, and accomplishments culminating in winning first place and receiving a \$500,000 award in the ACOE competition.

#### **Change and Transition**

There were several changes and transitions this year. One of these changes was for personnel. The Deputy Commanding General, BG. Frank Cipolla, who came from the legacy 88th Regional Readiness Command (RRC), retired on 30 June and was replaced by the BG Alton Berry. BG Berry immediately initiated monthly telephone calls to our Army Reserve Ambassadors (ARAs), growing and strengthening the program. In addition, the first Staff General Secretary (SGS) of the 88th RSC, LTC Richard Motsinger, was replaced on 18 July by LTC Bruce Enck. Finally, the 88th RSC added LTC Roxanne Dolphin to the staff as its first Legislative Liaison in August. The Legislative Liaison complements the 88th RSC ARACorps, which is very proactively engaged across the region. Our ambassadors are engaged in the Employer Partnership program as well as with government representatives to strengthen the ties between the USAR, government officials and agencies, and corporate America.

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A key area of change and transition was completing the last projects of the BRAC of 2005. This act led to the inactivation of the four legacy Regional Readiness Commands (RRCs) in 2009 and created the 88th RSC in 2008. In CY 2011, the Directorate of Public Works (DPW) was intently focused on the BRAC reconstruction program, and completed the remaining 20 projects, ensuring all Soldiers were moved out of existing buildings into new facilities. The 88th RSC was the only RSC to be 100 percent compliant on all BRAC construction requirements.

The Directorate of Human Resources (DHR) planned the assumption of Command and Control (C2) of SRPCs. The 88th RSC prepared to assume C2 of the SRPCs consisting of 12 hubs and 13 satellites within our AOR. When fully implemented, the SRPCs will include an increase of 176 personnel under the control of the 88th RSC. Units serviced by a SRPC will no longer execute Personnel, Administrative and Finance functions in support of their assigned Troop Program Unit (TPU) Soldiers as those duties will be conducted by the SRPC under the direction of the 88th RSC.

### Challenges

A natural catastrophe hit part of the 88th RSC when on December 31, 2010; a tornado struck Equipment Concentration Site (ECS) 66, at Fort Leonard Wood, Kansas, causing heavy damage to the ECS and hundreds of vehicles. The 88th RSC Directorate of Logistics (DOL) team at Fort Leonard Wood worked hard to sustain operations and pressed forward to repair or adjust property records of equipment and coordinated for the warehouse to be rebuilt.

To meet the needs and challenges of our customers, the 88th RSC held its third CFC in Salt Lake City, UT, from 8-10 April 2011. The 88th RSC's purpose for this CFC was to work with the supported Operations, Functional, Training, and Support (OFTS) Command commanders and their staffs to fine tune our processes and improve the relationship and communication between the 88th RSC and our customers. Breakout sessions by major RSC functions were instituted in order to review all of our BASOPS procedures, issues, and requirements. The leadership of the 88th RSC and the customers identified issues to be addressed as well as resolutions to several issues in order to improve customer service. The theme of the CFC was to show that the 88th RSC does provide 'Best in Class' customer service within the United States Army Reserve Command (USARC). The 88th RSC staff showed our customer that they are our number one priority and their concerns becomes our focus for providing top quality 'Best in Class' customer service. There were 27 final issues that were taken back to the command for review and action. Challenges were addressed at the CFC by providing more detail in areas like medical processing, electronic promotion board, and the GFEBs financial system.

In April the 88th RSC Resources Management Office (RMO) fielded the new GFEBs financial system. In implementation of GFEBs, the 88th RSC took the lead and worked with, the other RSCs and United States Army Reserve (USAR) installations, to realign the Installation Status Report's (ISR) metrics that measure how the USAR operates. The challenge of the conversion consisted of additional training, transferring funds between GFEBs and legacy financial systems, and workarounds when GFEBs and legacy financial systems would not properly transfer data to each other.

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Another challenge for the USAR has been Soldier profiles and Medical Evaluation Boards (MEBs). In 2011, the Office of the Command Surgeon, in cooperation with the 88th RSC Health Services Branch of the Directorate of Human Resources (DHR), worked the MEB back long mission and redesigned the process to complete MEB packets.

In 2009, one of the challenges that the 88th RSC overcame was hiring of new personnel to new positions and developing procedures as a new command. Now, in 2011, the 88th had to ensure that the processes developed by 88th RSC personnel are not lost when an experienced employee retires or transfers. The Information Management Office (IMO) was tasked by the Chief of Staff to sponsor a Knowledge Management (KM) program in the 88th RSC Headquarters. Process Action Teams (PATs) were organized in July 2011 to coordinate with the work force and develop formats for individual (employee/Soldier) continuity books and section smart books. In addition to creating a PAT team the IMO also overcame the challenge of organizational change and geography to provide telephone service to remote USAR centers. IMO accomplished this by having the telephone switches removed from the smaller centers and used as spares for the larger centers. The small centers were then switched to local telephone companies. This action improved service and saved money.

In addition to meeting challenges within the 88th RSC Headquarters (HQ), the 88th RSC continued to help its customers meet their challenges by having the 88th RSC DHR set up a Unit Administrator (UA) help desk. This help desk assists UAs by answering questions about procedures that UAs deal with infrequently. Using the experience of 88th RSC DHR personnel saves UA time so that they can move on to other activities. This is an example of the 88th RSC being a force multiplier.

### **Accomplishments**

The 88th RSC is committed to implementing new and improving existing processes. In CY 2011 this fact was borne out by the 88th RSC winning of the USAR Army Community of Excellence (ACOE) competition for this year. ACOE provides the 88th RSC with the foundations of customer support that we provide. The 88th RSC was presented the award in San Antonio, Texas, on 19 April. Winning 1st Place demonstrates how the 88th RSC is improving its processes. In CY 2010, the 88th RSC won the second place award and has used the \$250,000 from that award to purchase grills for the Area Maintenance Support Activity (AMSA) shops and logos for the six Army Bands.

Another major accomplishment for the 88th RSC in CY 2011 involved the only units the 88th RSC has Command and Control (C2) over, our six Army Bands (AB), which continue to provide excellent world class support across the region. The highlight of this support occurred on 12 March at Chicago's Saint Patrick's Day Parade. All the bands: 85th AB, 204th AB, 312th AB, 338th AB, 451st AB, and the 484th AB, participated in this event.

The 88th RSC doubled the number of participants in the Chaplain's Strong Bonds Retreat program in CY 2011. Strengthening the relationships of our Soldiers and their spouses/families is very important as many Soldier issues are related to their relationships, and 80 percent of all suicides in the U.S. Army are correlated directly back to relationship difficulties.

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One of the main accomplishments for the 88th RSC DHR is the Yellow Ribbon Reintegration Program (YRRP) which is a model for the Department of Defense. For CY 2011, the 88th RSC overall Yellow Ribbon Soldier attendance was 19,000, which comprised one-fourth of the entire USAR attendees at a Yellow Ribbon event. The 88th RSC conducted 12 Yellow Ribbon Reintegration (YRRP) Events for the year. YRRPs could not be successful without the cooperation from other staff sections such as the IMO, Chaplain, Inspector General (IG), Staff Judge Advocate (SJA) and ARAs.

On 1 August 2011, the 88th RSC DHR Enlisted Management Branch held the first electronic Senior Promotion Board in the history of the USAR. The USARC and other RSCs attended this first time event to observe the 88th RSC complete another milestone as a test bed for initiatives that streamline procedures and processes saving resources for the USAR.

In addition to dealing with the challenge of the Tornado at Fort Leonard Wood, the 88th RSC DOL had several achievements. For example, DOL won several awards and brought new equipment fielding to a new level of efficiency, which directly benefits our customers. For awards AMSA 101, located in St. Joseph, MN, was a winner and AMSA 57 located in New Centaury, KS, was the runner up for the Army Award for Maintenance Excellence (AAME). AMSA 39 located in Topeka, KS won the Chief of Staff Army Supply Excellence Award (CSASEA).

For CY 2011 the DOL conducted New Equipment Training (NET) at New Equipment Fielding Facilities (NEFF) at Fort McCoy, WI and Ogden, UT. Equipment that Soldiers trained on consisted of vehicles, weapons, engineer equipment, and material handling equipment.

Complementing the NET in 2011, the 88th RSC DOL instituted a Hands-On Training (HOT) Mission program throughout the 88th RSC AOR to provide maintenance training on new equipment. DOL is not the only entity in the 88th RSC to win accolades for its training program. This year the Safety and Occupational Health (SOH) was able to achieve a 90 percent completion rate for Composite Risk Management (CRM). The CRM compliance rate is one of my priority metrics.

The 88th RSC Directorate of Emergency Services (DES) also warrants special mention. DES expanded the 88th RSC physical security inspection and initiative management team in the fall of 2011 to help close the gap on physical security discrepancies. In addition, the DES found that physical security inspectors were over strength at Fort McCoy. These positions were then divided between the RSCs.

The staff of the 88th RSC has several achievements as well. In 2011 the staff continued to support major training exercises at Fort McCoy and we all take pride in supporting the USARC Best Warrior competition. Some of the exercises that the 88th RSC supported in 2011 include the Combat Support Training Exercise (CSTX) Exercise, Red Dragon Exercise, Patriot Warrior Exercise, and Fort McCoy's "Vigilant Triad" antiterrorism exercise which took place in November of 2011.

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The 88th RSC personnel were customer focused during the third annual USARC Best Warrior Competition. This competition, held at Fort McCoy, WI from 16-25 June 2011, consisted of NCOs and lower enlisted Soldiers representing their respective two-star and one-star commands throughout the USAR. Soldiers from the 88th RSC supported the Best Warrior competition in numerous ways. SFC Osvaldo Sanchez and three other 88th RSC NCOs were tasked to be platoon sergeants for all competitors throughout the USARC Best Warrior Competition. SFC Sanchez and SSG Kate Moreland were responsible for the NCOs; and SFC Diana Moyers-Siebels and SGT April Lucas lead the lower enlisted Soldiers. The platoon sergeants supervised and guided the competitors to all the events. As he had done since 2009, MSG Rodney Tello again provided support for Best Warrior. He was the Safety NCOIC, Operations NCO, and he assisted with facilities and the Operations Center.

The Safety and Occupational Health (SOH) Office improved its motorcycle training program from last year by offering training in more locations across the 88th RSC AOR and developing a safety guide.

Soldiers and civilians of the 88th RSC are very active in local community events. The 88th RSC donated food clothing and children's toys to local organizations during November – December 2011, as well as donating over \$12.5K in support of the Combined Federal Campaign (CFC).

In conclusion, the 88th RSC's success of meeting and exceeding our objective of providing 'Best in Class' customer service in BASOPS support for all units, Soldiers, Civilians, and Family members in the 88th RSC AOR were reinforced by utilizing ACOE metrics and team building events. The 88th RSC achieved the mission of being a force multiplier for all units within the 88th RSC AOR as well as maintained a high state of readiness of our HHC and six Army band units, supporting multiple musical requirements on any given weekend. The RSC staff and subordinate commands continued improving process management and staying customer focused as stated in my vision and mission statements. As you read through the executive summaries and significant events of the Directorates and Offices, you will notice these common threads running throughout the CY 2011 88th RSC Annual Command History.

**MG Glenn J. Lesniak**

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### VISION STATEMENT

The 88th Regional Support Command continually provides 'Best in Class' BASOPS support for the Soldiers, Families, Civilians and units in the Northwest Region of the United States.

### MISSION STATEMENT

A regionally aligned organization focused on providing seamless, efficient and timely personnel, information management, funding, physical security, facilities, safety, environmental, force development, logistics and Area Maintenance Support Activities/Equipment Concentration Sites (AMSA/ECS) support to Army Reserve Soldiers, Civilians and Family members in our region.

Serve as the Command and Control HQ's for the Bands and other units as directed.

### STRATEGIC OBJECTIVES

- Maximize Facility Support to the Northwest Region.
- Provide efficient and quality maintenance support to units in the Northwest Region.
- Provide effective command and control to subordinate units.
- Provide human resource life-cycle management functions in support of OFTS Commands in the Northwest Region.

### **Lineage and Heraldry**

#### **DISTINCTIVE UNIT INSIGNIA:**



#### **Slogan: Veritas Caput (True Head)**

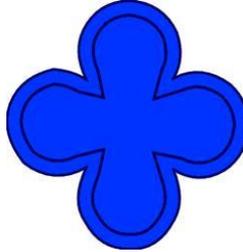
The 88th Army Reserve Command (ARCOM) was activated on December 26, 1967. Soldiers in the 88th ARCOM designed, and Army Institute of Heraldry approved, the silver colored metal and enamel unit crest as the command's distinctive insignia. The 88th ARCOM was the second Reserve predecessor of the current 88th RSC.

The phrase "Veritas Caput" means "true head." Just as Lake Itasca (the name formed by the six middle letters: VerITAS CAPut) is the "true head" of the Mississippi, so too, the 88th ARCOM Headquarters was the head of many Army Reserve units throughout a six-state region of the upper Midwest: Minnesota, Iowa, Nebraska, Kansas, North Dakota, and South Dakota.

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The blue quatrefoil is suggestive of the shoulder sleeve insignia worn by the 88th Infantry Division. The demi-fleur-de-lis refers to the division's service in France during World War I. The colors green, white, and red of the Italian flag together with the three-pronged halberd, a medieval infantry weapon, symbolize the three battle honors: Rome-Arno, North Apennines, and Po Valley earned by the 88th Infantry Division in World War II. The red and green colors further allude to the division's award of the French Croix de Guerre, with Palm, for action in central Italy.

### **SHOULDER SLEEVE INSIGNIA:**



### **88th Infantry Division "Cloverleaf"**

The insignia was evolved by two figures "8" at right angles. The result being a four-leaf clover, representing the States of Illinois, Iowa, North Dakota, and Minnesota; in 1917 the drafted Soldiers of the 88th Infantry Division were from these four states. The insignia was blue for the infantry and machine gun battalions, red for the artillery, and black for the remainder of the division.

*(Source: Wyllie, Col. Robert E. "The Romance of Military Insignia." The National Geographic Magazine, Vol. XXXVI, No. 6. December, 1919.)*

### **Nickname "Blue Devils"**

In May 1945, during the drive for Itri, Italy, "Sally of Berlin," who broadcast anti-American propaganda on the radio, as the 88th battled up the Italian peninsula, grew increasingly annoyed at the doughboys, and as the German Army retreated, she aired a plaintive complaint that the 88th Soldiers were "a bunch of bloodthirsty cut throats, and did not fight like gentlemen." Later her hysterical voice added a couple of hearty cuss words as descriptive adjectives; finally stuck to calling them "Blue Devils."

**Command Group**

**Mission and Organization**

**Mission**

Provide Command and Control to the RSC Headquarters and Headquarters Company and assigned subordinate units. Provide direction, guidance and regional Base Operations Support (BASOPS) to supported units within the region. BASOPS support is provided in functional areas of personnel, logistics, force integration, programming and budgeting, finance and accounting, information management, training, emergency services, public works, historian, inspector general, religious, medical, legal, safety, public affairs, internal review, and management controls. Manage and execute the annual Operations and Maintenance, Army Reserve and Reserve Personnel, Army funds allocated by Headquarters, United States Army Reserve Command (USARC) and Assistant Chief of Staff Installation Management (ACSIM). Implement policies and intent of the Commanding General, USARC.

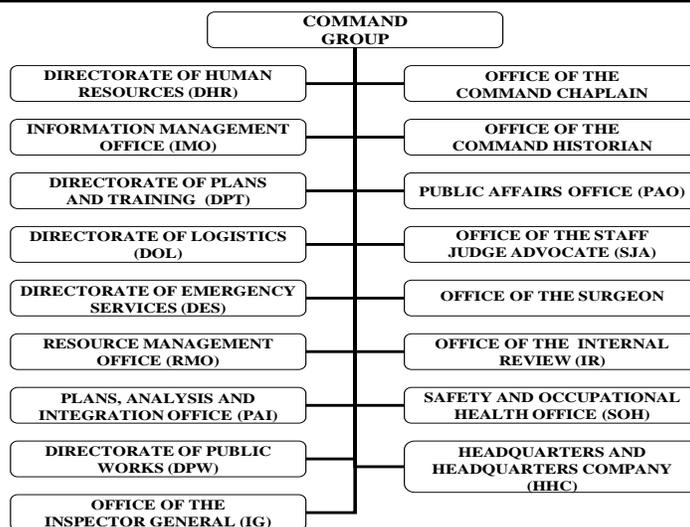
**Key Personnel**

Commanding General	MG Glenn J. Lesniak
Deputy Commanding General	BG Frank A. Cippola/BG Alton G. Berry
Chief of Staff	Ms. Rosemary G. Denman
Command Chief Warrant Officer	CW5 James G. Anderson
Command Sergeant Major	CSM Michael B. Koszuta
Secretary General Staff	LTC Richard Motsinger/LTC Bruce F. Enck
Executive Assistant	Ms. Mary Lou Tomko
Staff Administrative Coordinator	Ms. Lynn J. Hoernke
Executive Secretary	Ms. I. Marie McDonough

**88th REGIONAL SUPPORT COMMAND ORGANIZATION IN 2011**



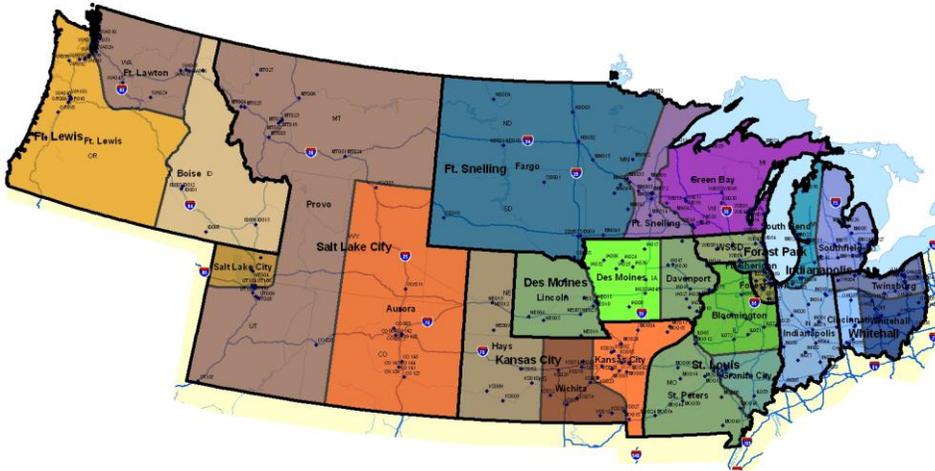
**HQs 88th RSC Organizational Structure**



The 88th RSC Directorate of Logistics (DOL) provides maintenance support to units in the Northwest Region.



### aFOS Regions (27)

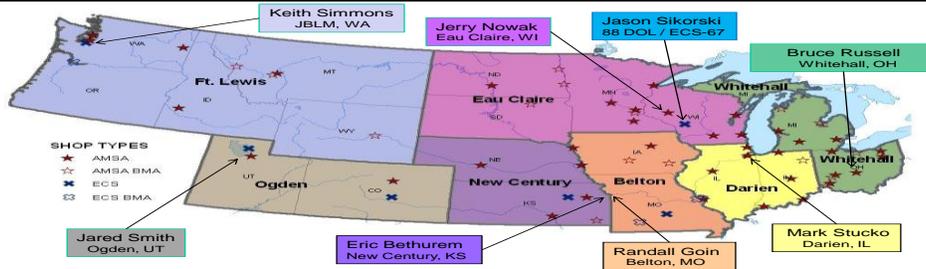


88th Regional Support Command AS OF: 28 July 2011 38

This chart shows where each of the nine Facility Managers of the DPW are located and the areas they control in the 88th RSC Area of Responsibility (AOR). Each location may have one or more facilities. Each facility is represented by a Facility Identification Code (FACID). Examples of supported facilities are: Armed Forces Reserve Centers for the National Guard or Army Reserve, Organizational Maintenance Shops (OMS), Area Maintenance Support Activities (AMSA), and pier facilities.



### SES Locations and Regions



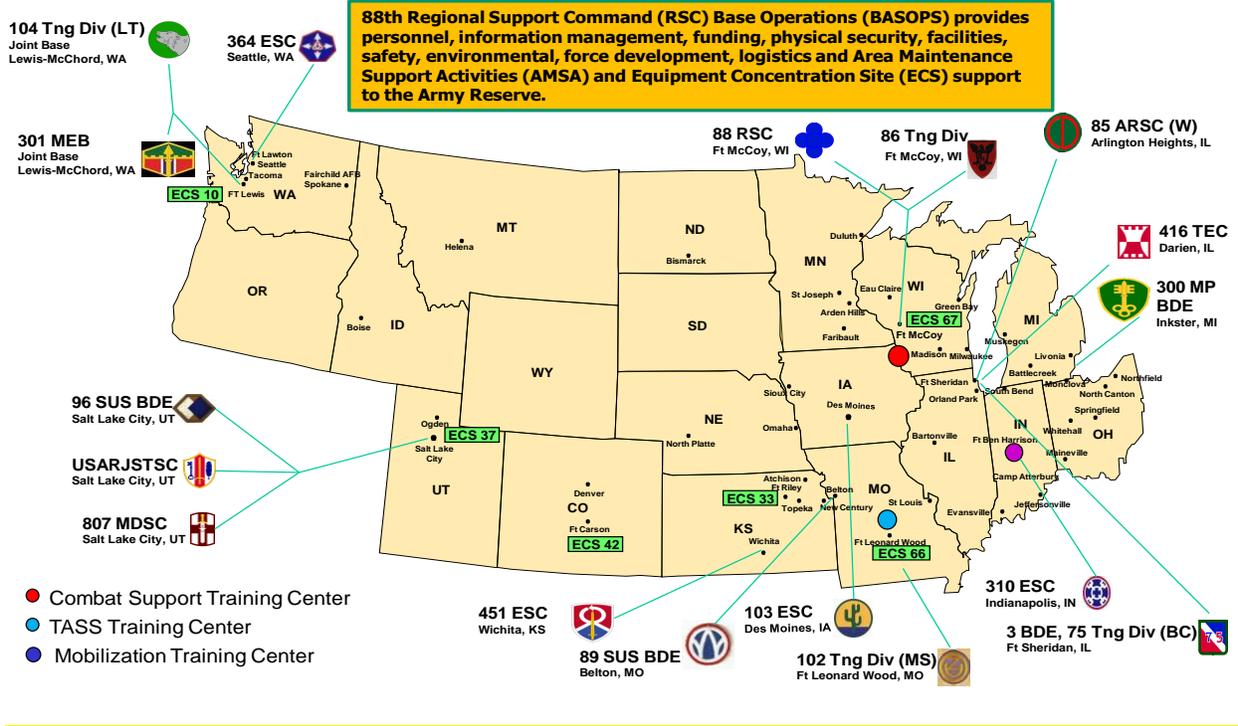
88th Regional Support Command AS OF: 09 Jun 2011

This chart shows the 19-state region divided up into seven areas. Each of the areas is administered by a Supervisory Equipment Specialist (SES). There are several types of maintenance shops: Equipment Concentration Sites (ECS), Area Maintenance Support Activities (AMSAs), and Branch Maintenance Activities (BMAs). An ECS is located where there are major exercises. For example, ECS 67 supports the Warrior Exercises at Fort McCoy, WI. BMAs are established at different locations when distance and equipment density make evacuation of equipment to an ECS or AMSA impractical.

The 88th RSC supports these Operations and Functional, Training and Support (OFTS) Commands. There are at total of 566 units and 55,000 Soldiers in the Northwest Region.



# 88th Regional Support Command (RSC) Customers – Soldier/Family/Civilian



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**BIOGRAPHICAL SUMMARY**

**MAJOR GENERAL GLENN J. LESNIAK**  
*United States Army Reserve (USAR)*  
*Commanding General, 88th Regional Support Command*  
*and*  
*Senior Commander, Fort McCoy, WI*

Major General Glenn J. Lesniak assumed the position of Commanding General of the 88th Regional Support Command (RSC) with headquarters at Ft McCoy, WI in July 2009. He also serves as Senior Commander, Ft McCoy, WI. Major General Lesniak has served for more than 35 years as a commissioned officer in the United States Army and Army Reserve.



Major General Lesniak is originally from New Jersey. He is a 1976 graduate of the U.S. Military Academy at West Point where he received a Bachelor of Science degree. He entered active service in June 1976 and attended the Engineer Officer Basic Course at Fort Belvoir, Virginia. His initial assignment was as a Platoon Leader with B Company 5th Engineer Battalion at Ft Leonard Wood, MO. He also held the positions of Company Executive Officer and Company Commander. In 1982, he was assigned to the 1st ROTC Region with duty at the University of Connecticut as an Assistant Professor of Military Science.

Upon release from active duty in 1984, Major General Lesniak relocated to Texas and transferred to the Army Reserve. He joined the 416th Engineer Command Reinforcement Training Unit (RTU) at Ft Sam Houston and served with the Engineer Design section. In 1986, Major General Lesniak moved to New York and joined the 469th Engineer Battalion Combat Heavy (CH) at Caven Point, NJ where he served from 1987 to 1992 as the Battalion Operations and Executive Officer. From 1994 to 1996 he served with the 411th Engineer Brigade in Brooklyn, NY as the Civil Engineer Officer and the Brigade Operations Officer. From 1996 to 1998 he commanded the 854th Engineer Battalion in Kingston, NY. From 1998 to 2000 he served as the Construction Management Officer with the 411th Engineer Brigade in New Windsor, NY.

In April 2000, he transferred to the 78th Division (Training Support) as the Combat Support Branch Chief and Battle Command and Staff Exercise Director. From 2001 to 2003 he again served with the 411th Engineer Brigade as the Deputy Commander. He returned to the 78th Division (Training Support) to command the Battle Projection Group at Ft Dix, NJ. Major General Lesniak was assigned as Deputy Commander, 94th Regional Readiness Command in March 2005 and on 2 July 2006 was appointed as the Commanding General where he served until October 2008. In October 2008 Major General Lesniak was assigned as the Deputy Commander, 81st Regional Support Command (RSC) headquartered at Fort Jackson, SC and served in that position until his assignment as Commander of the 88th RSC.

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Major General Lesniak has completed the Engineer Officer Advanced Course, the Command and General Staff College, and the Army War College. He also has a Master of Science Degree in Engineering Management from the University of Missouri-Rolla and a Master of Science Degree in Strategic Studies from the Army War College.

His awards include the Legion of Merit, Meritorious Service Medal with three Oak Leaf Clusters, Army Commendation Medal with four Oak Leaf Clusters, Army Achievement Medal with one Oak Leaf Cluster, the Reserve Component Overseas Training Ribbon, and the Parachutist Badge.

He is married to the former Jane Mary Lawson of Clifton, New Jersey. Their son Brett is married to the former Jennifer Bolner. Major General and Mrs. Lesniak make their home in Salisbury Mills, New York.

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***COMMAND SERGEANT MAJOR MICHAEL B. KOSZUTA***  
***United States Army Reserve (USAR)***  
***Command Sergeant Major, 88th Regional Support Command***  
***Fort McCoy, Wisconsin***

Command Sergeant Major Michael B. Koszuta was born in Milwaukee, Wisconsin. Command Sergeant Major Koszuta's military career spans from serving as a Port Security Petty Officer with the United States Coast Guard during the Persian Gulf War, to training Initial Entry Soldiers as an Infantry Drill Sergeant. His 27 years of military service have taken him throughout the United States and into Saudi Arabia, with Port Security Unit (PSU) 303 - the first unit in the history of the United States Coast Guard Reserve to be mobilized for war.



At the time, Staff Sergeant Koszuta was assigned to the 3rd Battalion, 334th Regiment, 84th Division (Initial Training) as a Drill Sergeant training Initial Entry Training (IET) Soldiers at Ft. Benning, GA; Ft. Knox, KY; and Ft. Sill, OK. His next assignment was in the 7th Bde, 84th Division as an Operations NCO and then as the HHC First Sergeant. Upon completion of the United States Army Sergeants Major Academy (USASMA), he was promoted to Command Sergeant Major and assigned to the 8-84th Transportation Battalion at Ft. Sheridan, IL. Transformation changed the 8-84th to the 6-100th Transportation Battalion. Following Battalion assignments, he served as the Command Sergeant Major of the 4-100th Combat Service Support Brigade in Indianapolis, IN and the 3-94th Ordnance Brigade.

Command Sergeant Major Koszuta was selected to become the Sergeant Major of the USARC Army Reserve Recruiting Assistants Program (AR-RAP) and Strength Management Initiative (SMI) Task Forces. During this time, he served on active duty, headquartered at Fort. McPherson, GA and traveled to every Major Support Command (MSC) within the USARC.

He is a graduate of the USASMA, the Advanced Non-Commissioned Officers Course and numerous Coast Guard and Joint Service schools. His civilian education includes the Milwaukee Police Academy, Waukesha Police Academy, Milwaukee Area Technical College, The University of Wisconsin – Milwaukee, and Northwestern University.

His military awards and decorations include the Meritorious Service Medal with two Oak Leaf Clusters, the Army Commendation Medal with three Oak Leaf Clusters, the Army Achievement Medal with two Oak Leaf Clusters, the Army Good Conduct Medal, the Army Reserve Components Achievement Medal with four Oak Leaf Clusters, the National Defense Service Medal with Bronze Service Star, the Global War on Terrorism Medal, the Humanitarian Service Medal, the Military Outstanding Volunteer Service Medal, the Southwest Asia Service Medal with two Bronze Service Stars, the Kuwait Liberation Medal, the Kuwait Liberation Medal (Saudi Arabia), the Armed Forces Reserve Medal with Silver Hour-Glass and M device, the Non-Commissioned Officer Professional Development Ribbon with the numeral 4, the Army Service Ribbon, the Coast Guard Unit Commendation, the Coast Guard Bicentennial Unit award, and Drill Sergeant and Port Security Badges.

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In civilian life, Command Sergeant Major Koszuta serves as a consultant with International Funeral Service. He and his wife of 25 years, the former Pamela Lupton, reside in New Berlin, WI and Las Vegas, NV. They have twin sons, Michael and Christopher, and a daughter-in-law, Jenny Thiel.

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**BRIGADIER GENERAL FRANK A. CIPOLLA**  
*United States Army Reserve (USAR)*  
*Deputy Commanding General, 88th Regional Support Command*

Brigadier General Frank A. Cipolla assumed duties of the Deputy Commanding General of the United States Army, 88th Regional Support Command (RSC) on 7 May 2009, at Fort McCoy, Wisconsin. He previously served as the Deputy Commanding General, 88th Regional Readiness Command (RRC), Fort Snelling, Minnesota and the 77th RRC, Fort Totten, New York.



Brigadier General Cipolla is a native of Wilson, New York. He entered military service on 5 July 1972 as an enlisted Soldier at Fort Polk, Louisiana. In June 1977 he attended Officer Candidate School at the Empire State Military Academy and was commissioned a 2LT Lieutenant with the Corps of Engineers.

In the course of his military career, he has held numerous staff positions to include Battalion and Brigade Adjutant, Battalion Executive Officer, Battalion and Brigade Operations Officer, and Division Schools Officer. Brigadier General Cipolla was an instructor/writer for the United States Army Engineer School at Fort Leonard Wood, Missouri. He was also Aide-de-Camp to the 98th Division Commanding General.

Brigadier General Cipolla has commanded units at all levels. His first assignment as a Company Commander was to Company C, 1st Battalion, 2nd Brigade, 98th Division. He later served as a Battalion Commander for the 1st Battalion, 2nd Brigade, 98th Division. In February 2003 he was selected as a Brigade Commander for the 2nd Brigade, 98th Division. He also served as the Assistant Division Commander-Support for the 98th Division in Rochester, New York.

In February 2002, Brigadier General Cipolla was mobilized and assigned to the Joint Staff as the Joint Crisis Operations Team Leader in the National Military Command Center at the Pentagon in Washington, DC. He was deployed in July 2004 to Baghdad, Iraq as Chief of Staff/Director of Operations for the Coalition Military Assistance Transition Team. Upon redeployment, Brigadier General Cipolla served as Chief of Staff for the 98th Division.

Brigadier General Cipolla has been awarded the Legion of Merit with Oak Leaf Cluster, the Bronze Star, the Meritorious Service Medal with four Oak Leaf Clusters, the Army Commendation Medal with four Oak Leaf Clusters, the Army Achievement Medal with one Oak Leaf Cluster, the Army Reserve Component Achievement Medal with Silver Oak Leaf Cluster, the National Defense Service Medal, the Iraq Campaign Medal, the Global War on Terrorism Service Medal, the Armed Forces Reserve Medal with Silver Hourglass, the Army Service Ribbon, the Joint Chiefs of Staff Identification Badge, and the Combat Action Badge.

Brigadier General Cipolla received his Bachelor of Science Degree from Pennsylvania State University. His military education includes graduation from the Engineer Officer Basic and

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Advanced Courses, Command and General Staff College and the Army War College where he was awarded a Masters Degree in Strategic Studies.

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**BRIGADIER GENERAL ALTON G. BERRY**  
*United States Army Reserve (USAR)*  
*Deputy Commanding General, 88th Regional Support Command*  
*Fort McCoy, WI*

BG Alton G. Berry was selected as the 88th Regional Support Command (RSC) Deputy Commanding General as of 30 June 2011. BG Berry was a Distinguished Military Graduate from the University of Georgia in Athens, GA, where he received a Bachelor of Science in Agronomy (soil science), and received a Regular Army commission as an Air Defense Artillery Officer in 1978.



As a Second Lieutenant, BG Berry served as a Platoon Leader and Company Executive Officer in the 3d Infantry Division, in Wurzburg, Germany. He also served as Battalion S1 and Headquarters and Headquarters Company Commander in the 11th Air Defense Artillery Brigade at Fort Bliss, TX. Later, BG Berry served as the Senior Test Officer for the Hawk Phase III Missile System, also at Fort Bliss, TX. Upon leaving Fort Bliss, he served as Adjutant of the 902d Military Intelligence Group at Fort Meade, MD. He then served in South Korea with the 19th Support Command and with the 24th Infantry Division at Fort Stewart, GA. BG Berry joined the Army Reserve in 1993, and performed duties as S1 and Executive Officer with the 1st Battalion, 339th Regiment, in Sturtevant, WI. He also served as Brigade S1 in the 7th Brigade, 84th Training Division, Milwaukee, WI. In 2004, BG Berry was assigned to the first of his two Brigade Commands with 2d Brigade, 84th Division in Beaver Dam, WI. He then commanded the 9th Brigade, 100th Division in Beaver Dam, WI for two years. BG Berry served at the Pentagon as a Crisis Action Team Chief, in the Army Headquarters, G3 staff section. Just prior to his selection for promotion to Brigadier General, he served as the Director of Mobilization Resource Requirements in the Office of the Assistant Secretary of Defense for Reserve Affairs. In 2008, BG Berry assumed the first of his two Division Commands with the 70th Training Division (Functional Training) at Fort Knox, KY. Subsequently, he took command of the 86th Training Division (Operations) at Fort McCoy, WI on 1 October 2010.

BG Berry's awards and decorations include the Legion of Merit, Meritorious Service Medal with four Oak Leaf clusters, Army Commendation Medal with four Oak Leaf Clusters, Army Achievement Medal with Oak Leaf Cluster, and the Army Staff Badge. BG Berry's military education includes the Air Defense Artillery Officer Basic and Advanced Courses, the Combined Arms and Services Staff School, the Command and General Staff College, and a Master of Strategic Studies degree from the U.S. Army War College.

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BG Berry is married to the former Gwendolyn Edmond. They have two adult daughters, Adia and Allena. Since retiring from the Social Security Administration, BG Berry volunteers with the Fathers Being Involved (FBI) Program in Racine, WI, where he mentors elementary school students.

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**BIOGRAPHICAL SUMMARY**

**ROSEMARY G. DENMAN**  
*Command Chief of Staff*  
*88th Regional Support Command*

Ms. Rosemary G. Denman was assigned as the Chief of Staff, 88th Regional Support Command (RSC) in January 2007. Prior to becoming the Chief of Staff, she was the Director of Medical Services (DMS) for AR-MEDCOM.



As the Chief of Staff, Ms. Denman provides executive leadership, management, influence and oversight of plans, programs, and policies, including the Army Transformation process within the 88th RSC region.

Reports to the Commanding General for a Regional Support Command with base operations responsibility for nineteen states. Directs, manages and supervises the operation of the command in the absence of the Commander in such areas as internal review, public affairs, legal, religious support, medical, inspector general, safety, information management, human resources, plans and training, logistics, analysis and integration, resource management, history, emergency services, and public works. Exercises supervision over a workforce of nearly 300 Department of Army Civilians (DAC) and Military Technicians MT), and Active Guard Reserve (AGR) and Troop Program Unit (TPU) Soldiers. She coordinates management of the command's Current Operations, Information Management, Readiness (Training, Logistics, and Personnel), Resource Integration, Structure, Manpower, and EEO programs.

Ms. Denman began her federal career in 1983. Ms. Denman earned a Bachelor of Science Degree in Business Administration from Park College, MO and a MBA from Webster University. She is a native of Ohio. Ms. Denman has served in key senior civilian leadership positions for more than 25 years. Before serving as the DMS for AR-MEDCOM, Ms. Denman served as the 89th Regional Readiness Command (RRC) Human Resource Officer; 89th RRC Resource Management Officer; and Resource Management Officer, 83rd ARCOM.

Ms. Denman's significant professional training includes the Personnel Management for Executives Course, Labor Relations for Executives Course, Equal Employment Opportunity Course, and Steven Covey's Principal-Centered Leadership Program. She has received numerous awards for her leadership and service to the Army Reserve. Ms. Denman and her husband, Richard, reside in Sparta, WI.

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**CHIEF WARRANT OFFICER FIVE JAMES G. ANDERSON**  
*United States Army Reserve (USAR)*  
*Command Chief Warrant Officer, 88th Regional Support Command*  
*Fort McCoy, Wisconsin*

CW5 Anderson assumed duties as the Command Chief Warrant Officer, 88th Regional Support Command (RSC), Fort McCoy, Wisconsin on 1 January 2008. CW5 James Anderson was born in Indianapolis, Indiana. He graduated from St. Cloud State University with a Bachelors Degree in Political Science and has completed over half the needed credits toward his Masters Degree at the University of Maryland. He has served for more than 10 years as an enlisted Soldier and over 23 years as a warrant officer.



CW5 Anderson's military education includes Warrant Officer Basic and Advanced Courses, Warrant Officer Staff and Senior Staff Courses, the Organizational Leadership for Executives school, and the Army Management Staff College.

CW5 Anderson enlisted in the United States Army in August 1976, attending basic training at Fort Knox, Kentucky and Advanced Individual Training (AIT) at Fort Benjamin Harrison, Indiana. His first duty assignment was at Fort Lee, Virginia as an administrative assistant to the post commander. In September 1981, he enlisted in the United States Army Reserve and was appointed to the Warrant Officer Corps in October of 1986. His assignments as a Warrant Officer include the Military Personnel Officer (MILPO) Chief at the 1st Battalion, 409th Infantry, 205th Separate Infantry Brigade, St. Cloud, Minnesota; Assistant Adjutant General at Headquarters, 6th Infantry Division, Fort Snelling, Minnesota; Training Activities Coordinator (TAC) Officer at the Army Reserve Regional Training Center (ARRTC), Fort McCoy, Wisconsin; Senior Instructor of the AGR Entrance Training (AGRET) and Reserve Orientation Course Active Army (ROCAA) courses, ARRTC, Fort McCoy, Wisconsin; and as the Senior Military Personnel Technician, G1, 88th RRC, Fort Snelling, Minnesota. In 2004, CW5 Anderson deployed as a Liaison Officer for Coalition Forces Land Component Command (CFLCC) Headquarters, Third United States Army, Camp Arifjan, Kuwait and again in 2006/2007 as the Assistant G1 for the 358th Civil Affairs Brigade, Camp Slayer, Baghdad, Iraq.

CW5 Anderson's awards include the Bronze Star Medal, Meritorious Service Medal (3 awards), Army Commendation Medal (3 awards), Joint Achievement Medal, Army Achievement Medal (2 awards), Military Outstanding Volunteer Service Medal, National Defense Service Medal (with star device), Iraqi Campaign Medal, Global War on Terrorism Service Medal, Reserve Components Overseas Training Ribbon, Army Good Conduct Medal, Armed Forces Reserve Medal with Gold Hour Glass and M Device, the NCO Professional Development Ribbon (3), Army Service Ribbon, and Combat Action Badge.

CW5 Anderson is an avid fisherman and golfer and works with several non-profit organizations supporting Soldiers, veterans, and their Families.

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CW5 Anderson is married to CW5 Marilyn Anderson. Together they have seven children; Lucinda, Nathan, Amber, Andrew, Kimberly, Lindsey, and Jalyn and five grandchildren; Austin, Lexi, Hattie, Spencer, and Emily.

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### COMMAND GROUP

#### Command Events for 2011

➤ **January**Jan: Army Community of Excellence (ACOE): Conducted an evaluation of the ACOE packet for feedback with staff. Self Assessment training was conducted by ACSIM.

#### February

- 5 Feb: BG Cipolla attended a Presidential Wreath Laying in North Bend, OH.
- 12 Feb: USARC Commanders Semi-Annual Video Teleconference (VTC).
- 21-25 Feb: MG Lesniak attended the Senior Reserve Commander's Conference in Carlisle, PA.
- 28 Feb:1 Mar: Senior Commander/Garrison Commander Conference, MG Lesniak.

#### March

- -12 Mar: BG Cipolla marches at St. Patrick's Day Parade, Chicago, IL. This event is supported by all six 88th RSC Army Bands.
- -26 Mar: MG Lesniak attends the Milwaukee Recruiting Battalion Partnership Council Meeting, Elkhart Lake, WI.

#### April

- 8-11 Apr: The Customer Focus Conference was conducted in Salt Lake City and there were over 200 attendees.
- 11 Apr: The 88th RSC implemented the General Fund Enterprise Business System (GFEBS) as one of two commands to go before USARC implemented throughout the Army Reserve.
- 14 Apr: MG Lesniak attends the Installation Planning Board at Fort McCoy, WI.
- 19 Apr: ACOE Award Presentation to the 88th RSC, San Antonio, TX.

#### May

- Chief of Staff assigned Mrs. Bissonette to set up a Process Action Team (PAT) and develop an employee survey. The Survey was conducted on May 11.
- -19-22 May: MG Lesniak attends the Senior Leaders Conference, Chicago, IL.
- -The 88th RSC won 1st place in the ACOE competition and received \$500K. The CG and Cofs accepted the award.

#### June

- 18 Jun: MG Lesniak conducted an annual strategic review (book review) at Jake's in Sparta, WI.
- 30 Jun: BG Alton Berry assigned as DCG to replace BG Frank Cippola who retired.

#### July

- BG Berry, DCG implemented monthly phone calls with Ambassadors.
- 18 Jul: LTC Bruce Enck replaced LTC Richard Motsinger as Staff General Secretary (SGS).

#### August

- The first Legislative Liaison Officer, LTC Roxanne Dolphin, is attached to the 88th RSC.

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- 20 Aug: BG Berry participates in the Presidential Wreath Laying, honoring President Harrison, Indianapolis, IN.
- 21 Aug: BG Berry and the 338th Army Band supported the NASCAR Event in Brooklyn, MI.

### September

- 2-4 Sep: The Command Team supported the 88th Infantry Division Association Reunion (WWII Veterans) Washington, D.C.

### October

- 2 Oct: Presidential Wreath Laying, BG Berry, President Hayes, Fremont, OH.
- 9 Oct: Presidential Wreath laying, BG Berry, President Harding, Marion, OH.
- 10-12 Oct: MG Lesniak attended the Association of the United States Army (AUSA) Conference, in Washington, D.C.
- 15 Oct: United Service Organization (USO) Star Spangled Salute, Chicago, IL.

### November

- 10 Nov: MG Lesniak attends the Army Reserve Day event at Joint Base Lewis/McChord in Washington State.
- 11 Nov: MG Lesniak attends the Vancouver Reserve Center Dedication in Washington State.
- 19 Nov: BG Berry participates in the Presidential Wreath Laying honoring President Garfield, Cleveland, OH.

### December

- 88th RSC Combined Federal Campaign (CFC) drive collected funds for various organizations. The 88th RSC also gathered food, clothes, and toys for charity.
- Dec 11: MG Lesniak and CSM Koszuta decided on a new command Motto:” We are: BIG BLUE!”
- MG Lesniak put out accomplishments of year in a December video.

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### OFFICE OF THE COMMAND CHAPLAIN

#### Executive Summary

In Clander Year (CY) 2011 the 88th Regional Support Command (RSC) Chaplain's Office served the 19 Northwestern States from Ohio and Michigan to Washington and Oregon. This office continued implementing the RSC Base Operation Standard Operating Procedures and provided customer service to our Operational, Functional and Training customers and stake holders. The 88th RSC Chaplain's Office key priorities and areas of focus in CY 2011 were:

- Provide Unit Ministry Team (UMT) Life Cycle Management (career progression) support to all United States Army Reserve Chaplains, Chaplain Candidates and Chaplain Assistants in the 88th RSC Area of Responsibility (AOR).
- Plan and conduct Strong Bonds events.
- Plan and conduct two of the Army Chief of Chaplain's premier multi-component Chaplaincy Annual Sustainment Training events.
- Conduct Area Religious Coverage consisting of providing invocations and benedictions at events, weddings, suicide prevention classes, pastoral counseling, death notification support and military funeral support.
- Provide chaplain and chaplain support at the Fort McCoy Garrison Chapel.
- Provide chaplain coverage support for the Soldier Readiness Processing Detachment level 2 to support mobilizing units for worldwide military operations.

#### Mission and Organization

##### **Mission**

The Office of the Command Chaplain is responsible for advising the Commanding General on religion, ethics, morale, and morals in the command. Direct, manage, and oversee the total Command Religious Support Program for the commander. Provide Personnel, Career and Life Cycle Management for all Army Reserve Chaplains, Chaplain Candidates, and Chaplain Assistants located within the region. Provide Training and Family Life assistance, information, training and events to all authorized personnel within the region. Provide area coverage for chaplain led Soldier, Civilian, and Family care events throughout the region. Provide Soldier and Family care throughout the region. Provide area religious coverage as required. Represent the command at USARC, Forces Command (FORSCOM), First Army and Chief of Chaplain's schools and conferences.

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**ORGANIZATION**

COMMAND CHAPLAIN  
CH (COL) Dale Ellens (APR 09)

ASST. COMMAND CHAPLAIN  
CH (COL) Steven Dyess (APR 09)

<u>FORT MCCOY, WI 88TH RSC STAFF</u>	<u>FORT SNELLING, MN SRP DETACHMENT</u>
Deputy Command Chaplain, AGR CH (LTC) Perry Schmitt (JUL 10)	SRP DET Chaplain (MOB) CH (MAJ) Noel Cisneros (May 10-May 11)
Training/Resource Mgmt Chaplain, AGR CH (MAJ) Jason Logan (AUG 08-JUN 11)	SRP DET Chaplain (MOB) CH (CPT) John Han (MAY 11)
Training/Resource Mgmt Chaplain, AGR CH (CPT) Virginia A. Emery (JUN 11)	SRP DET Chaplain Asst (MOB) SGT John Gilliam (MAY 10-May 11)
Section NCOIC, AGR MSG Steven Ferguson (JUN 08-AUG 11)	
Section NCOIC, AGR MSG Tina Saunders (AUG 11)	
Admin and OPS Chaplain Asst, AGR SFC Kate Moreland (AUG 09)	
Training/Resource Mgmt Chap Asst, AGR SSG David Mangan (AUG 08)	
Strong Bonds Action Officer (MOB) CH (CPT) Robert Sunman (JAN 09-DEC11)	
Strong Bonds Action NCO (MOB) S GT John Sanchez (JAN 11-AUG 11)	
Strong Bonds Chaplain Asst (ADOS-RC) SSG Altermese Kendrick (SEP 10-MAY 11)	
Strong Bonds Chaplain Asst (ADOS-RC) SPC Peter Douglass (SEP 10-May 11)	

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### **Significant Events and Operations**

#### **Personnel Support**

The 88th RSC Chaplain's Office provided Life Cycle Management support to all Army Reserve Chaplains, Chaplain Candidates, and Chaplain Assistants in the 88th RSC AOR, on matters of career progression, promotions, military education, and other various administrative issues. At the end of the calendar year 144 chaplains filled 168 authorized chaplain positions including eight Colonels, fifteen Lieutenant Colonels, twenty-eight Majors and ninety-three Captains and Lieutenants. 170 chaplain assistants filled the 172 authorized positions. At the end of the calendar year there were 155 candidates in the 88th RSC Area of Responsibility.

#### **Strong Bonds**

The purpose of the Strong Bonds Retreats was to increase Soldier readiness by enhancing Soldier relationships. Relationship issues are significant with respect to soldier performance while in training and especially while deployed, and 80% of all suicides in the U.S. Army are correlated directly back to relationship difficulties. The 88th RSC Chaplain's office planned, coordinated and conducted sixteen Strong Bonds retreats in seven cities: Seattle, Washington; Salt Lake City, Utah; Denver, Colorado; Kansas City, Missouri; Des Moines, Iowa; Chicago, Illinois; and Wisconsin Dells, Wisconsin. The types of retreats were: two Family retreats; four Single Soldier retreats and ten Marriage enrichment retreats. The combined attendance for all events was 863 Soldiers and Family Members. Strong Bonds retreats consisted of eight curricula.

- Prevention and Relationship Enhancement Program (PREP)
- Lasting Intimacy through Nurturing, Knowledge and Skills (LINKS)
- How to Avoid Marrying a Jerk, also called, Premarital Interpersonal Choices and Knowledge (PICK)
- Laugh Your Way to a Better Marriage
- Seven Habits of Highly Effective Army Families
- Eight Habits of a Successful Marriage
- Survival Skills for Healthy Families
- Couples Communications

#### **Chaplain Annual Sustainment Training (CAST)**

The 88th RSC Chaplain's Office was the Army Reserve representative for two of the Army Chief of Chaplain's multi-component Chaplaincy Annual Sustainment Training events, which trained 557 Army chaplains, chaplain assistants and candidates. The Active Army, Army National Guard, and Army Reserve participated at each event. CAST I was conducted at Fort Lewis, Washington on 9-13 May. CAST II was conducted at Kansas City, Missouri on 5-7 April.

#### **Customer Support Visits**

The 88th RSC Chaplain's Office conducted nine Customer Support Visits to Operational and Functional Commands that have units within the 88th RSC AOR. The commands visited included the 416th Theater Engineer Command, the 372nd Engineer Brigade, the 377th Theater Support Command, the 364th Expeditionary Support Command (ESC), the 310th ESC, the 103d ESC, the 300th Military Police Brigade, the United States Army Civil Affairs and Psychological

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Operations Command, and the 807th Medical (Deployment Support) Command. The purpose of these support visits was: to conduct an assessment of the unit's chaplains, chaplain assistants, and chaplain candidates with particular emphasis on filling vacant positions and resolving personnel issues. Additionally the purpose included discussions on Strong Bonds operations, Chaplain Area Coverage and Chaplain Annual Sustainment Training. These Customer Support Visits ensured that communication channels remained open with our stakeholders and that the 88th RSC was responsive to the religious support requirements of our customer base. To date, the 88th RSC Command Chaplain office is the only one of the four RSC command chaplains that conducts Customer Support Visits.

### **Soldier Readiness Packet Detachment**

The 88th RSC Chaplain's Office continued to support the Soldier Readiness Process (SRP) Detachment at Fort Snelling, Minnesota, and the Yellow Ribbon Reintegration Program (YRRP) mission headquartered at Ft. McCoy. Two Unit Ministry Team personnel, one chaplain and one chaplain assistant, continued in mobilized positions to support these missions. Over 4,800 demobilizing Soldiers were provided religious support at twelve YRRP events, 510 Soldiers at three Individual Ready Reserve (IRR) Musters and 1129 Soldiers at thirteen SRP events.

### **Various Other Programs, Events and Briefings**

The 88th RSC Chaplain's Office participated in numerous command mandated programs, events and briefings to include: the 88th Infantry Division Association Reunion, Presidential Wreath Laying ceremonies, Army Community of Excellence (ACOE), Customer Focus Conference (CFC), Installation Status Report-Services, Annual Statement of Assurance, Command Strategic Planning Conference, Commanding General update briefings, Continuity of Operations briefing, Operations and Functions Manual revisions, and a Staff Assistance Visit from the USARC Chaplain's Office.

### **Source Documentation**

- USARC Regulation 10-1; Army Reserve Regional Support Command (RSC) Organization and Functions Manual
- 88th RSC Share point Site/Special Staff/Chaplain
- 88th RSC Regulation 420-1
- Strong Bonds SOP
- Total Army Fiscal Year 2011 Strong Bonds Training Memorandum of Instruction

### **Reference Files**

- AR 165-1; Army Chaplain Corps Activities
- AR 135-155; Promotion of Commissioned Officers and Warrant Officers Other Than General Officers
- AR 600-20; Army Command Policy
- AR 600-20; Officer Promotions
- AR 140-10; Assignments, Attachments, Details and Transfers
- DA PAM 165-17; Chaplain Personnel Management
- DA PAM 600-8; Management and Administrative Procedures

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- DACH-RCI; Chaplain Career Guide
- U.S. Army Reserve Chaplain Candidate Handbook

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### **DIRECTORATE OF EMERGENCY SERVICES (DES)**

#### **Executive Summary**

The DES provides security and law enforcement for the United States Army Reserve Centers (USARCs) within the 88th RSC's 19 state Area of Responsibility (AOR). During CY 2011 the DES continued to establish policies and procedures necessary to function as a viable staff section at the 88th RSC. Several positions remained vacant throughout the year. The USARC initiated a hiring freeze, while they sorted out duties, responsibilities and manning levels between the RSC's and the Operational, Functional, Training, and Support (OFTS) Commands. In defining the functions of the Directorate, the DES made great strides in nationwide standardization and strategic initiatives for the security of the USAR.

During CY 2011, the DES supported the final phase of construction and design reviews for the massive number of Base Realignment and Closure Commission (BRAC) 2005 construction projects. All BRAC 2005 construction projects were completed by September 2011. The DES will continue to support the Directorate of Public Works (DPW) in the caretaking (and protection) of the BRAC facilities to be closed, which could potentially remain in caretaker status for years. A combination of personnel shortages, establishment of policies and procedures, BRAC construction, and strategic initiatives created significant challenges for the DES. Significant initiatives are highlighted here and described in detail under Significant Events and Operations:

- Implementation of the USARC/Corps of Engineer contract for replacement of all Intrusion Detection System (IDS) for the Army Reserve nationwide.
- Mr. Eric Johnson of the 88th RSC participated in the source selection board.
- Responsibility for the physical security inspection mission and the supporting inspectors was delegated to the RSC's from the USARC in October 2011, in Accordance With (IAW) OPOD 12-002.
- Pilot testing was continued, for the USAR, of the Army's new physical security inspection software program, Security Management System – Countermeasure (SMS-CM). The 88th RSC DES met with Headquarters Department of the Army (HQDA) Program Manager and software engineers to address USAR concerns and challenges.

#### **Mission and Organization**

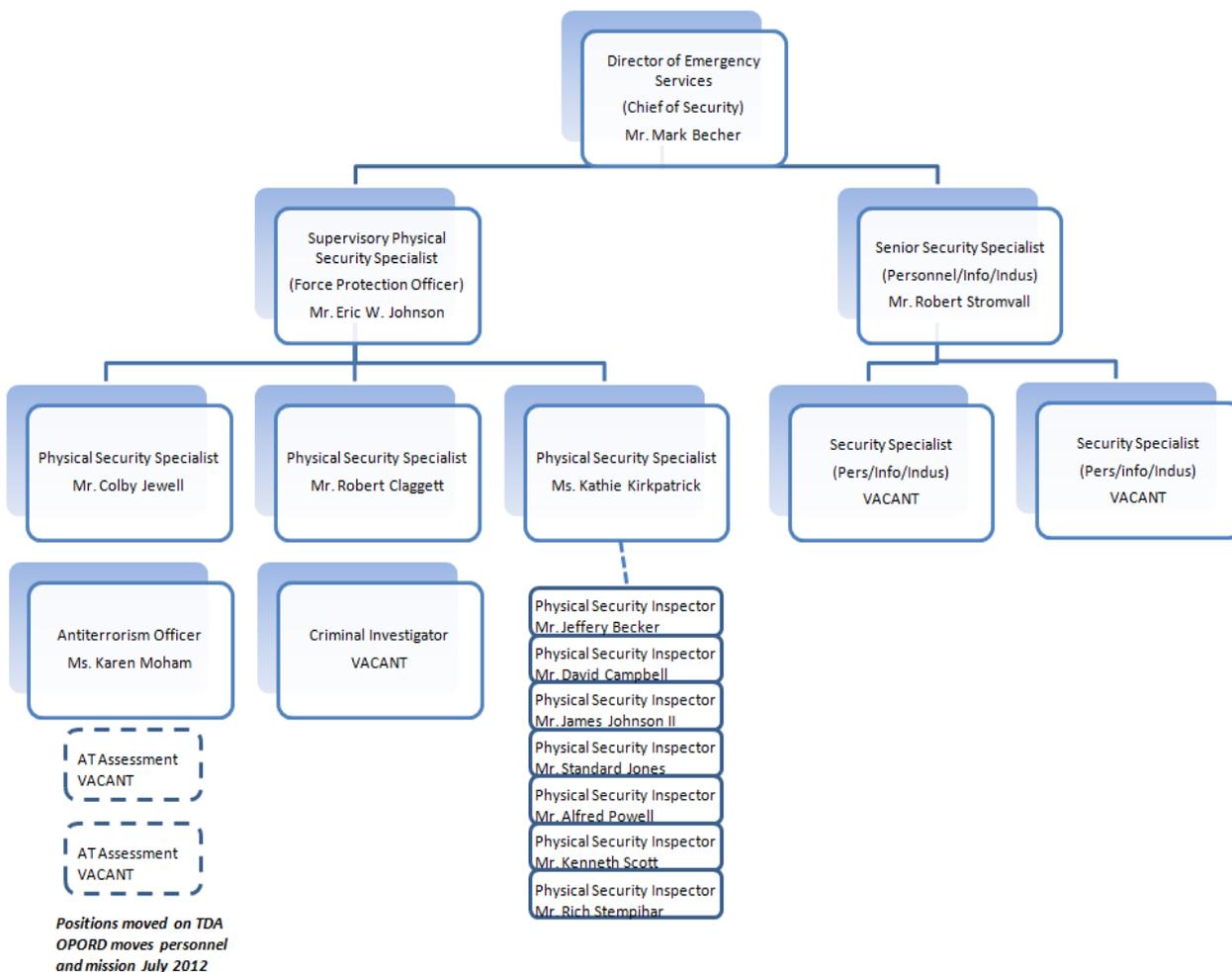
##### **Mission**

DES Provides staff advice and technical consultation, to the Commanding General (CG) and RSC staff, in the planning, organizing, directing, and evaluating of all force protection and physical security oversight, training, as well as inspections to facilities, units and supported commands. DES also provides USARC physical security compliance inspections and assistance to all units and facilities within the 88th RSC 19 state AOR.

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### Organization

The DES is broken into two branches, Force Protection (physical security, antiterrorism, and law enforcement) and Security Program Management (Personnel, Information, and Industrial Security).



### Director

Under the Director, the DES is organized into a three-person Security Program Management Branch and a Force Protection Branch consisting of a supervisor, three physical security specialists, seven physical security inspectors and an antiterrorism officer. The criminal investigator is listed as required but not authorized. The two Anti-Terrorism (AT) assessment positions were transferred from the USARC in the realignment OPORD. The 88th RSC is expected to inherit the mission and incumbents in July 2012 (currently one is occupied and the other vacant).

Mr. Mark Becher assumed the Director of Emergency Services position (later to be renamed the Chief of Security) effective 30 August 2009. Mr. Becher participated in the 377th Theater Support Command's (TCS) Force Protection Working Group, the USARC Antiterrorism

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Planning and Standardization meeting, quarterly USARC Provost Marshal planning/coordination meetings, monthly USARC PMO teleconferences, Level II antiterrorism training, and the Corps of Engineer's Electronic Security Engineering Course. Mr. Becher has continued to push the human resources personnel to fill vacant positions despite several significant hiring challenges. Mr. Becher was an active participant in the strategic planning for the organization and subsequently developed the strategic plan and goals for the directorate. Mr. Becher developed metrics, as well as used the Management Control Process and Internal Controls for the DES to monitor the progress and regulatory compliance of the directorate

### **Security Management Branch**

The Security Management Branch is responsible for the personnel and information security for the RSC headquarters, subordinate units, and industrial (contracts and contractors) security oversight for the 88th RSC AOR. This responsibility encompasses the Soldiers in six Army Bands and over 1,000 civilian employees at 40 Area Support Maintenance Activities (AMSA) and six Equipment Concentration Sites (ECS). Mr. Robert Stromvall was competitively promoted to the Senior Security Specialist position, and the other two specialists remain vacant due to excess USARC security specialists.

### **Personnel**

- |   |                      |
|---|----------------------|
| ➤ Senior Security Specialist (Personnel/Information/Industrial) | Mr. Robert Stromvall |
| ➤ Security Specialist (Personnel /Information)                  | Vacant               |
| ➤ Security Specialist (Personnel/Industrial)                    | Vacant               |

Mr. Robert Stromvall has been working as a Security Specialist, (Personnel /Information / Industrial) in the DES since May 2009. In June 2011, Mr. Stromvall was selected for the Senior Security Specialist position. Mr. Stromvall is appointed as the security manager for the command. He established procedures for administering the Personnel and Industrial security programs. He initiates requests for personnel security investigations and manages requests for Personal Identification Numbers (PIN's) for use on over 300 Arms Room Vault Intrusion Detection Systems throughout the 88th RSC AOR. Mr. Stromvall has continued to complete additional online training in Personnel, Information, and Industrial security. In his Army Reserve capacity, Chief Warrant Officer Four (CW4) Stromvall's current TPU assignment is the S2 for the 11/100th MI BN, also located at Fort McCoy, WI.

### **Force Protection Branch**

The Force Protection Branch is responsible for the physical security, antiterrorism, and law enforcement for all USAR Centers within the 88th RSC's AOR. As of October 2011, the DES assumed the physical security compliance inspection mission from the USARC.

### **Personnel (as of 31 December 2011)**

- |  |                        |
|--|------------------------|
| ➤ Supervisory Security Specialist (Phys) | Mr. Eric W. Johnson    |
| ➤ Security Specialist Physical           | Mr. Colby Jewell       |
| ➤ Security Specialist Physical           | Mr. Robert Claggett    |
| ➤ Security Specialist Physical           | Ms. Kathie Kirkpatrick |
| ➤ Antiterrorism Officer                  | Ms. Karen Moham        |
| ➤ Criminal Investigator                  | Vacant                 |

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- Physical Security Inspectors
  - Mr. Jeffery Becker (Darien, IL)
  - Mr. David Campbell (Indianapolis, IN)
  - Mr. James Johnson II (Joint Base Lewis-McChord, WA)
  - Mr. Standard Jones (Olathe, KS)
  - Mr. Alfred Powell (Fort Carson, CO)
  - Mr. Kenneth Scott (Fort McCoy, WI)
  - Mr. Rich Stempihar (Southfield, MI)
- Mr. Eric Johnson, Supervisory Security Specialist, has been with the RSC since prior to its activation in 2008. Upon his arrival, he served as the Director of Emergency Services for 13 months, until Mr. Becher reported to Fort McCoy from Fort Snelling. Mr. Johnson was promoted from Physical Security Specialist to Supervisory Physical Security Specialist (Force Protection Officer) in January 2010. In 2011 Mr. Johnson initiated the proposal to transfer the physical security inspection mission along with the associated funding and personnel from the USARC to the RSC's, which resulted in the inspectors being realigned to the RSC's (USARC OPOD 12-002). He also spearheaded the effort to replace the nationwide intrusion detection and monitoring equipment. Due to his work on this project, he was selected to serve on the source selection board for the USARC/Corps of Engineers contract. He attended more than 30 BRAC construction and design review meetings as well as the quarterly BRAC Roundtable Discussions. In addition, Mr. Johnson participated in the 88th RSC Customer Focus Conference, the 377th TSC Force Protection Working Group, the USARC Provost Marshal Conference, and antiterrorism standardization meeting. Mr. Johnson serves as the Deputy Director of Emergency Services and directly supervises the physical security specialists, the antiterrorism officer, the criminal investigator, and the seven newly assigned physical security inspectors. In CY 2011, Mr. Johnson completed the Civilian Education System (CES) Basic and Intermediate Courses, HR for Supervisors, and the Corps of Engineers Security Engineering and Design course as well as online professional development courses. He tracks and submits the metric data for the directorate, compiles the Security Services data for the Installation Status Report (ISR), manages the DES budget, and prepares the multi-year budget forecast and the DES's portion of the Army Community of Excellence (ACOE) submission.
- Mr. Robert Claggett accepted the position of Physical Security Specialist in August 2010. As an Army Reservist, Mr. Claggett is also assigned to the 88th RSC as the commander of the 312th Army Band in Lawrence, KS. Since his appointment, Mr. Claggett has completed the Conventional Physical Security Course at Fort Leonard-Wood, MO, the Electronic Security Engineering & Design Course, and a multitude of on-line training courses. Mr. Claggett is the primary focal point for the facilities within the states of ID, CO, MI, MN, MT, ND, OR, SD, UT, WA, WI, and WY as well a regional POC for arms vaults and IDS account maintenance for the 88th RSC, and is a Government Purchase Card Holder. Mr. Claggett was one of the primary schedulers and coordinators for the nationwide IDS replacement contract which began by replacing the monitoring station at Fort McCoy, an additional back-up station at Fort Snelling, MN, and the individual IDS accounts within the 88th RSC AOR.
- Mr. Colby Jewell has been with the DES as a Physical Security Specialist since January 2009. Mr. Jewell is also a Colonel (COL) and a Group Commander in the Army Reserve for the 561st Regional Support Group (RSG). Mr. Jewell returned from mobilization in August 2010. Since his return, he has attended the Conventional Physical Security Course at Fort Leonard-Wood, MO, the Core Vulnerability Assessment Management Program (CVAMP) in Atlanta, GA, and

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the Army Corps of Engineers Security Engineering and Design course. Mr. Jewell has participated in three site selections and five design reviews for new construction projects. He serves the DES as a Contracting Officer's Representative (COR) for a contract to install video entry controllers in more than one hundred facilities across the AOR, and is a Government Purchase Card Holder. He is the primary focal point for tenant units within the states of IA, IL, IN, KS, MO, NE, and OH to correct physical security deficiencies. After hours, COL Jewell is participating in the non-resident phase of the Army War College and will graduate in June 2012.

➤ Ms. Kathie Kirkpatrick accepted the position of Physical Security Specialist on 11 September, 2011. Ms. Kirkpatrick came to the 88th RSC from the Fort McCoy Garrison DES. In her position with the garrison, she oversaw the physical security inspectors and the physical security inspection program. This familiarity with the inspectors and the program proved to be instrumental for the RSC taking over the inspection program from the USARC. She wrote internal Standard Operating Procedures (SOP) and coordinated the move of the inspectors. Once the inspectors were on board, she coordinated their itineraries, reviewed and distributed the inspection reports and coordinated with the other security specialists to ensure identified deficiencies were addressed.

➤ Ms. Karen Moham accepted the position of Antiterrorism Officer on 28 March, 2010. Since her arrival, she has completed the Antiterrorism Officer Basic and Advanced Courses. Ms. Moham has assumed the role of Government Purchase Card Approving Official. She has successfully passed audits from the Internal Review and Contracting Offices. She streamlined the micro-purchase process within the directorate, which has resulted in more than \$50,000 worth of repairs that were able to be accomplished with the purchase cards and realized nearly \$500 worth of rebates for prompt payment. She disseminated resources and training materials to over 300 facilities in support of Anti Terrorism (T) Awareness Month (JUL/AUG 2011). Ms. Moham has made contact with the 19 states' fusion centers which are interagency sharing groups located in each state within the 88th RSC AOR. She has compiled and disseminated regional threat data for the 19 state AOR. Ms. Moham drafted and implemented a Random Antiterrorism Measures (RAM's) plan for the region, and ensured compliance at the facility level. She has participated in or observed various antiterrorism exercises within the region. She has participated in antiterrorism working groups from the Fort McCoy Garrison, USARC, and the 377th Theater Support Command (TSC), as well as helped the 377th TSC develop an antiterrorism training package designed for the facility coordinators. She provided guidance and tracked compliance for the two times in 2011 that the entire Army was raised to FPCON BRAVO. The first increase in the force protection level was in response to the killing of Osama bin Laden in Pakistan by the Navy SEALs while the second increase was to raise security awareness at all facilities during the 9/11 ten year anniversary.

### ➤ **Physical Security Inspectors**

On October 9th, 2011, IAW USARC OPOD 12-002, the USARC transferred the seven physical security inspectors from USARC (officially were over-hires against Fort McCoy's garrison TDA, working for the USARC Provost Marshal) to the RSC's. The USARC HQ's was using eight inspectors within the 88th RSC AOR. As part of the realignment, the USARC retained one of the inspectors at the USARC HQ's to perform special projects. The inspectors were previously working out of their homes while not traveling. As directed during the realignment, the inspectors were to start working from a nearby USAR Center. Due to union negotiations,

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human resources delays, and logistics, most of the inspectors continued to work from their homes throughout CY 2011, while the logistics were sorted out. The inspectors kept their same computers and GSA vehicles, which were transferred to the RSCs' property book.

The 88th RSC DES seamlessly assumed the mission ensuring that customers continued to receive 'Best in Class' physical security inspections. By design, the move was nearly flawlessly transparent to the supported units and USAR commands throughout the region.

### **Significant Events and Operations**

- March 2011, the DES hosted a Physical Security Officer Class at Fort McCoy, WI. All USAR commands were encouraged to take advantage of this opportunity. Nearly 60 personnel were trained in the basic physical security responsibilities at unit/facility level.
- March 2011, the 88th RSC received a higher headquarters assessment of their antiterrorism program from the USARC. Only minor comments were noted, primarily centering on the planning process and subsequent documentation.
- April 2011, the authorization on the Table of Distribution of Allowances (TDA) was moved from the criminal investigator to the third physical security specialist. Investigator could not be filled due to the inability of the USAR to credential the individual; the third physical security specialist was required to manage the new inspection mission & coordinate inspectors.
- 8-10 April 2011, the DES (Becher, Johnson, and Moham) participated in the RSC's third annual Customer Focus Conference (CFC) in Salt Lake City, UT. The primary discussion remained how to best support the customer (tenant) units within the 88th RSC AOR facilities, and standardization of processes and procedures across the RSC's.
- May & September 2011, the entire Army, including the USAR, went to Force Protection Condition (FPCON) BRAVO and back to ALPHA. The FPCONs start at "NORMAL" and raise to levels ALPHA, BRAVO, CHARLIE, and DELTA depending on the threat and/or likelihood of attack. FPCON BRAVO is a level of increased force protection awareness that is attained during heightened periods of threat to DOD facilities. Additional measures, such as random vehicle searches, 100% ID checks, and increased awareness are implemented. When the threat has subsided, the FP level will decrease to ALPHA in order to return to normal operations.
- June 2011, wrote Management Internal Controls Plan for the DES in conjunction with Internal Review.
- June-September 2011, conducted solicitation and award of USARC IDS replacement contract.
- August 2011, was the Army antiterrorism awareness month, awareness material were sent to more than 300 facilities within the 88th RSC AOR.
- November 2011, revalidated business processes, and updated action plans.
- November 2011, participated in Fort McCoy's "Vigilant Triad" antiterrorism exercise.

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### **Source Documents**

➤ OPERATION ORDER 12-002 {PHYSICAL SECURITY AND ANTITERRORISM FUNCTIONS REALIGNMENT}, with attachments & FRAGO 1

### **Reference Files**

➤ Appendix G (Inspection Checklist) to USARC Pam 190-1 (Physical Security)  
USAR Regulation 10-1, dated 1 Oct 2010

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Directorate of Human Resources (DHR)

Executive Summary

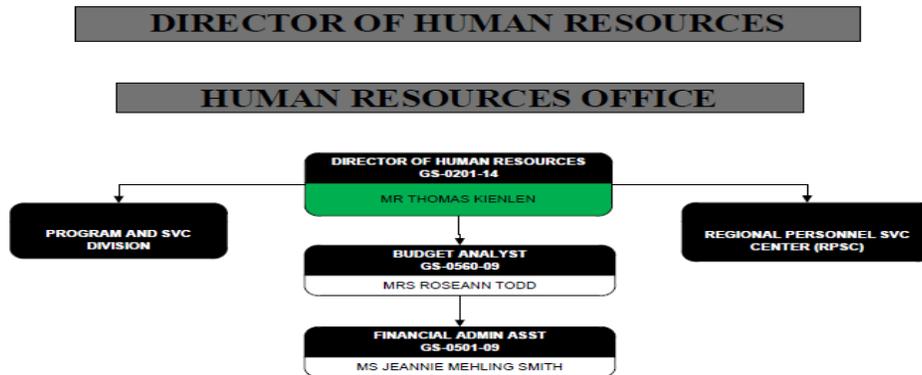
In CY 2011, the 88th RSCDHR served as a key advisor on military and civilian personnel management to Operational, Functional, Training, and Support Commands (OFTS) in the RSC 19-state AOR. Additionally, the DHR updated numerous policies, procedures, and internal Standard Operating Procedures (SOPs).

Mission and Organization

Mission

The Directorate of Human Resources is responsible for personnel life-cycle management functions in support of all Army Reserve Commands and units within the 88th RSC AOR; coordinates the command’s morale and welfare, equal opportunity and human relations programs. Develops and oversees strength management programs and coordinates activities with retention personnel; develops regional personnel annexes of contingency plans, and administers and manages the RSC’s military and civilian personnel programs.

Organization



Significant Events and Operations

- Planned the assumption of Command and Control (C2) of Soldier Readiness Processing Centers (SRPCs).
- Redesigned the process to complete Medical Evaluation Board (MEB) packets.
- Conducted Automated Senior Enlisted Promotion Boards, Junior Enlisted Promotion Boards, and MOS Administrative Review Boards (MAR2).

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- Advertised and filled Full Time Support (FTS) civilian and Active Guard Reserve (AGR) positions in the headquarters.
- During CY 2011, the DHR maintained at least 98% assigned strength even with hiring limitations.

### **Director of Human Resources**

#### **Mission**

Administers and manages the RSC's military and civilian personnel program. Plans, programs, budgets, execute, and evaluate programs for which the Human Resource Director (HRD) is the proponent. Manages and administers the civilian personnel training, evaluation and awards program for the RSC Headquarters, and serves as the principal advisor on civilian personnel management matters to the CG, RSC staff, and supported commands. Provides advice and policy guidance on civilian personnel aspects of the Military Technician Program. Manages the Management Employee Relations Program for the Command, to include advising commanders on issues relating to labor relations, employee discipline, adverse actions, appeals to the Merit Systems Protection Board (MSPB), grievances, labor organization negotiations, arbitrations, and unfair labor practices; serves as an assistant to the RSC Commander on all personnel matters.

#### **Personnel**

- |   |                           |
|---|---------------------------|
| ➤ Director of Human Services                | Mr. Thomas Kienlen        |
| ➤ Budget Analyst                            | Ms. Roseann Todd          |
| ➤ Financial Admin Specialist                | Ms. Jeanine Mehling Smith |
| ➤ Regional Personnel Services Center (RPSC) | Mr. James Anderson        |
| ➤ Programs and Services                     | Ms. Ellen Coddington      |

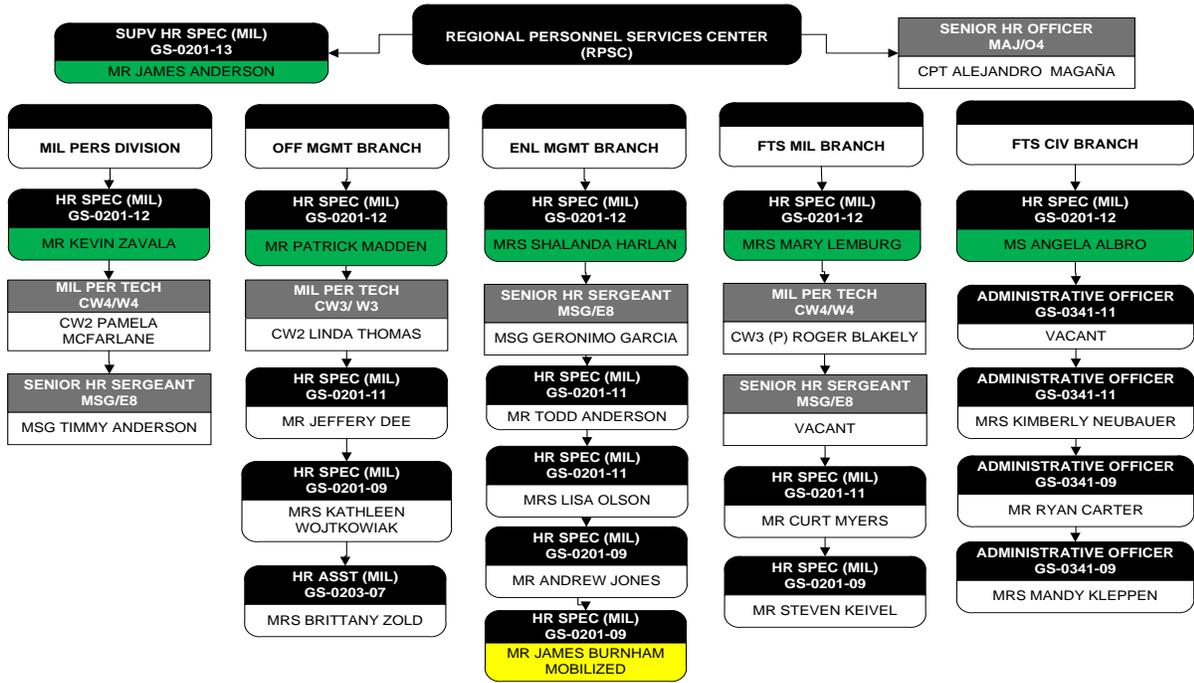
### **Regional Personnel Services Center (RPSC)**

#### **Mission and Organization**

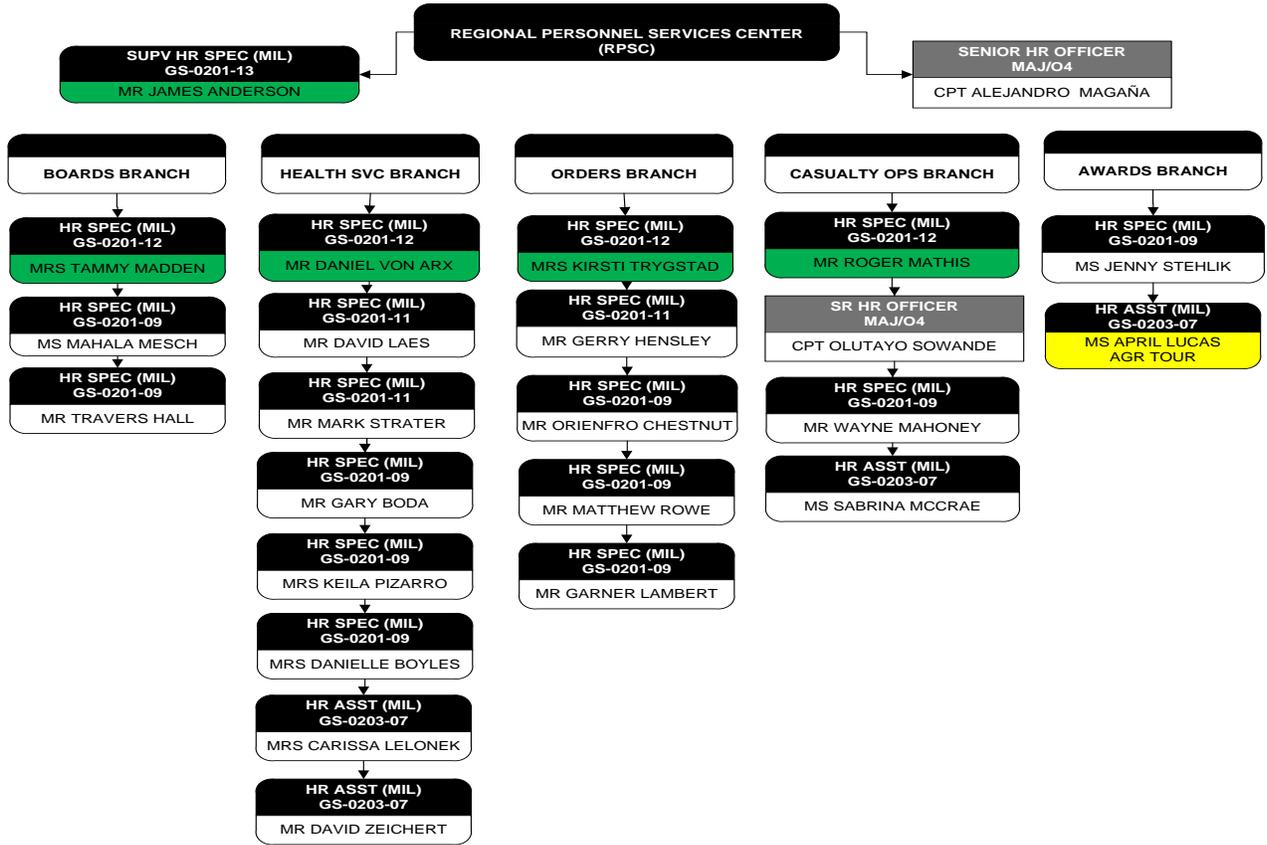
#### **Mission**

Oversees and manages personnel services through six diverse activities: military personnel, civilian personnel, personnel services and actions, promotions, awards, and finance. The RPSC reports to the Director of Human Services Human Resource Officer.

Organization



RPSC continued:



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### Personnel

- Office of the Chief
    - Adjutant
    - Military Personnel Division
    - Officer Management Branch
    - Enlisted Management Branch
    - FTS Military Branch
    - FTS Civilian Branch
    - Boards Branch
    - Health Services Branch
    - Orders Branch
    - Casualty Operations
    - Awards Branch
- Mr. James Anderson\*  
CPT. Alejandro Magana  
Mr. Kevin Zavala  
Mr. Patrick Madden  
Ms. Shalanda Harlan  
Ms. Mary Lemburg  
Ms. Angela Albro  
Ms. Tammy Madden  
Mr. Daniel Von Arx  
Ms. Kirsti Trygstad  
Mr. Roger Mathis  
Ms. Jenny Stehlik

### \*Indicated Key Personnel.

### Office of the Chief

#### Mission

Supervises all civilian and military personnel assigned to the RPSC management functional areas. Administers and manages RPSC civilian personnel program policies and serves as the principal advisor on civilian personnel management matters to the RPSC staff. Manages and administers the civilian personnel training, evaluation and awards programs for the RPSC. Serves as Liaison Officer for a coordinating relationship with Human Resources Command (HRC) for Soldier level actions.

#### Personnel

- Chief
- Mr. James Anderson

#### Significant Events and Operations

- Continued to maintain 97 percent fill in assigned strength, thereby exceeding the Command goal of 95 percent.
- The Military Funerals Honors (MFH) budget was executed within budget guidelines with no AntiDeficiency Act (ADA) violations.
- The RSCP attained a GREEN (highest status) in 25 of 27 metrics reportable. Some examples are highlighted below:
  - improved order timeliness from 2.03 days to 1.78 days
  - improved Military Funerals Honors (MFH) conducted from 99.7% to 99.9%
  - improved non-performers from 1.6% to .8%
  - improved height and weight from 4.1% to 2.8%
  - improved Family Care Plans from 4.4% to .8%
  - improved Officer Evaluation Reports (OER) timeliness from 85.5% (RED) to 96.4% (AMBER)
- Ensured that the 60 queries from the UA Help Desk were actioned in a timely manner.

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- Instituted changes to the enlisted Permanent Promotion Recommended List (PPRL) and the Retirement Awards Log making them more user friendly.
- Coordinated the support for the 88th RSC Bands to conduct a combined band performance at the Chicago Saint Patrick's Day Parade.

### Adjutant

#### **Mission and Organization**

##### **Mission**

Serves as the Adjutant General for the RSC and those USARC Direct Reporting Commands (DRCs) with Soldiers assigned to units that are located in the RSC geographical AOR. Supervises all civilian and military personnel assigned to the RPSC management functional areas. Administers and manages RPSC civilian personnel program policies and serves as the principal advisor on civilian personnel management matters to the RPSC staff. Manages and administers the civilian personnel training, evaluation and awards programs for the RPSC. Serves as Liaison Officer for a coordinating relationship with Human Resources Command (HRC) and United States Army Reserve Command (USARC) for Soldier level actions. Maintains the Accountability Assessment System (ADPAAS): used to account for 88<sup>th</sup> RSC personnel during emergencies. Manages the Interactive Customer Evaluation (ICE) system, and assist with the coordination of the Contingency Operations Program (COOP) and the Organization Inspection Program (OIP).

##### **Personnel**

- Adjutant

CPT Alejandro Megana

##### **Significant Events and Operations**

- On 19 Jan 2011, USARC delegated approval authority allowing Major Subordinate Commands (MSC) to approve Active Duty of Operational Support-Reserve Component (ADOS-RC) tours for 1-179 days, cumulative or consecutive, for Soldiers (E1-O6) beginning current Fiscal Year 2011 and subsequent Fiscal Years until further notice.
- On 11 April 2011, Office of the Chief Army Reserve (OCAR) approved Retirement Services Officer (RSO) pilot program to add two AGR positions to the TDA at each RSC for fill, one officer (O-4) and one non-commissioned officer (E-8).
- On 17 May 2011, the 88th RSC participated in a Disaster Exercise conducted by USARC. This was the first time ADPAAS system was exercised Army Reserve wide. Accountability was successful and many learned how to utilize the system to account for themselves and their family members.
- On 25 May 2011, the 88th RSC initiated the Army Emergency Relief (AER) Pilot Program assigning Dr. Katherine Bissonette (civilian) and CPT Alejandro Magana (military) as point of contacts for the 88th RSC.
- ADOS-RC Actions (July – September 2011) consisted of 16 ADOS-RC packets received, 15 Packets Approved, and 1 Packet Disapproved.
- Exercised ADPAAS system by participating in USARC Disaster Exercise. This allowed Military/Civilians/ Contractors/ Family Members to do hands on training by accounting for

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themselves, utilizing a live system. The end state of 100 percent accountability was accomplished.

➤ 5 February 2011, Established the Retirement Services Officer position. Received Survivor Benefits Plan (SBP)/ Reserve Component Survivor Benefits Plan (RCSBP)/Active Duty Death (ADD) training and assisted with the first pre-retirement seminar coordinated by the USARC Retirement Services Officer RSO Pilot Program to provide information for retiring and retired Soldiers, their families and, ultimately, surviving spouses. The Officer in Charge (OIC) for the event was LTC Couillard.

### **Military Personnel Division (MPD) (renamed from the Personnel Management Division)**

#### **Mission and Organization**

##### **Mission**

To provide support to the Army Bands under the 88th RSC throughout the full spectrum of military operations, instill in our Soldiers the will to fight and win, foster the support of our citizens, and promote our national interests at home and abroad.

##### **Key Personnel**

➤ Chief, MPD	Mr. Kevin Zavala
➤ CWO Military Personnel Technician	CW2 Pamela McFarlane
➤ Senior HR NCO	MSG Timmy Anderson

##### **Significant Events and Operations**

➤ The MPD serves as a provisional Battalion for six Army Reserve Bands, which report directly to the 88th RSC.

**The 85th Army Band (AB), located in Arlington Heights, Illinois,** performed in 47 events and provided a Bugler for 11 Military Funerals. The estimated audience that the 85th AB performed for was 1.2 million people. The majority of the audience attendance was at the Saint Patrick's Day Parade and the Memorial Day Parade in Chicago, Illinois. The unit conducted its' Annual Training (AT) in Washington State, back filling 1st Corps AB, located at Fort Lewis, Washington. The 85th AB was selected to perform for the 88th Division Reunion dinner in Washington DC. In January 2011, the 85th AB was awarded the Reserve Officer Association Small Unit of the Year Award.

**The 204th AB, located in Vancouver, Washington,** performed in 25 events and provided a Bugler for five Military Funerals. The estimated audience that the 204th AB performed for was 11,000. Two significant events that the 204th AB participated in were the Memorial Day Ceremony and the Vancouver Children's Parade, both in Vancouver, Washington.

**The 312th AB, located in Lawrence, Kansas,** performed in 28 events and provided a Bugler for five Military Funerals. The estimated audience that the 312th AB performed for was 122,000. Significant events that the 312th AB participated in were the Saint. Patrick's Day Parade, in Chicago, Illinois; the 4th of July Parade in Armstrong, Iowa; and the Kansas University Band Day Parade in Lawrence, KS.

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**The 338th AB, Located in Whitehall, OH,** is the Army Reserves only medium size Band. The unit is comprised of 80 plus members are stationed in two locations. The company (-) is located in Whitehall, Michigan and the detachment is located in Livonia, Michigan. The 338th AB has the only authorized Sergeant Major position in the Army Reserve for bands. The Sergeant Major is a key liaison between all Army Reserve Bands and the Active Component-School of Music located at Ft. Jackson, SC. The unit performed in 38 events and provided a Bugler for three Military Funerals. The estimated audience that the 338th AB performed for was 175,000 people. Significant events include playing the National Anthem at the Michigan International Speedway and participating in the Cincinnati Reds Opening Day Parade.

**The 451st AB is located on Fort Snelling, Minnesota,** performed in 33 events and provided a Bugler for two Military Funerals. The estimated number of people that the 451st AB performed for was 41,000. The Band's significant events include the participation in the Saint Patrick's Day Parade in Chicago, Illinois; the Manitou Days Parade in White Bear Lake, Minnesota; and the State Fair Parade in Falcon Heights, Minnesota. The 451st AB conducted its' Annual Training at Fort Benning, Georgia, filling in for the Fort Benning AB, which was on annual block-leave. At Fort Benning the 451st AB played numerous concerts for the Soldiers and participated in three Change of Command ceremonies. The Band also performed at several Basic Combat Training Graduations to motivate and inspire the graduating Soldiers.

**The 484th Army Band (AB), located in Milwaukee, Wisconsin,** performed in 24 events and provided a Bugler for five Military Funerals. The estimated audience that the 484th AB performed for was 52,000 people. Significant events for the 484th AB include a Veterans Day Parade, a Christmas Performance at the Veterans Administration (VA) Hospital, and a Memorial Day Parade. All events took place in Milwaukee, Wisconsin.

### Officer Management Branch

#### Mission and Organization

##### Mission

Maintain a customer focused workforce that is committed to providing quality customer service in personnel support for Army Reserve Officers within the 88th RSC AOR.

##### Personnel

- |                                   |                     |
|-----------------------------------|---------------------|
| ➤ Chief Officer Management Branch | Ms. Shalonda Harlan |
| ➤ Chief Officer Management Branch | Mr. Patrick Madden  |
| ➤ Human Resources Specialist      | Mr. Jeffrey Dee     |
| ➤ Human Resources Specialist      | Ms. Shanna Schaitel |
| ➤ Human Resources Assistant       | Mrs. Brittany Zold  |
| ➤ Human Resources Technician      | CW2 Linda Thomas    |

➤ The Officer Management Branch staff for CY 2011 consisted of five authorized civilians and one AGR Soldier. Ms. Shalonda Harlan was reassigned in May to another section within the DHR and Ms. Shanna Schaitel departed for another federal agency in September.

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- Mr. Patrick Madden, Branch Chief, was mobilized during CY 2011, returning in July to take the position of Officer Management Branch Chief.
- CW2 Linda Thomas, Human Resources Technician, started in the Officer Management Branch on 16 August 2010.
- Mr. Jeffrey Dee, Human Resources Specialist, started in Officer Management Branch on June 20, 2010.
- Mrs. Brittany Zold was assigned to Officer Management Branch on 10 April 2011.

### **Significant Events and Operations**

- The 88th RSC Officer Management Branch closed out CY 2011 with 1,523 Officer Personnel Actions processed. CW2 Thomas tracked 162 Warrant Officer Candidates/Warrant Officers through Warrant Officer Candidate School and their Warrant Officer Basic Course. The Officer Management Branch also provided notification of board results to over 500 Officers within the 88th RSC AOR.
- Processed 655 TPU to TPU Reassignments actions, promotion assignments, transfers, and retention actions.
- Processed 315 retirement actions for both Retired Reserve and retired to civilian life without being able to be recalled.
- Processed 246 Individual Ready Reserve (IRR) reassignment actions, some of the primary actions include; relocating to an area with no Reserve Center within reasonable driving distance, Soldiers going on temporary tours of duty, and no promotion vacancies available.
- Processed 249 reclassification actions, which are predominantly changes to MOSs or Branches, as a result of inactivation, promotion vacancies and Soldier relocations.
- Processed 58 Foreign Language Proficiency Bonuses actions which were predominantly in Civil Affairs and Military Intelligence Units.

### **Enlisted Management Branch**

#### **Mission and Organization**

##### **Mission**

The Enlisted Management Branch provides personnel services and guidance to supported OFTS Commands within the RSC AOR. In addition, we provide personnel management for enlisted Soldiers under the C2 of the 88th RSC.

The chief functions that the Enlisted Management Branch performs included: review of enlisted personnel actions for administrative correctness prior to publication of orders, conduct a Senior Promotion Board twice a year for Soldiers in the 88th RSC AOR, and conduct a Junior Promotion Board quarterly for enlisted Soldiers under the 88th RSC C2. Review and process Non-Commissioned Officer Evaluation Reports (NCOERs) for subordinate units, and USAR Troop Program Unit (TPU) promotion process for both senior and junior enlisted Soldiers.

##### **Personnel**

- Branch Chief Ms. Shalanda Harlan
- Human Resource Specialist Mr. Todd Anderson

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- Human Resource Specialist
- Human Resource Specialist
- Human Resource Specialist
- Human Resource Technician
- Human Resource NCO

Ms. Lisa Olson  
Mr. James Burnham (mobilized)  
Ms. Leslie Guttenberg  
Mr. Travers Hall  
MSG Geronimo Garcia Perez

### Significant Events and Operations

- On 1 August 2011, the 88th RSC Enlisted Management Branch held the first electronic Senior Promotion Board in the history of the USAR. The United States Army Reserve Command (USARC) and other RSCs attended the 88th RSC board. Accolades were received from everyone in attendance on the set-up, presentation, and board proceedings. This board considered, for the first time ever, all senior enlisted Soldiers who were eligible for promotion. Only eligible Soldiers who signed declination statements did not go before the promotion board.
- In February 2011, received and processed 510 Senior Enlisted Promotion Packets. Considered 449 Soldiers for the promotion board, and recommended 274 Soldiers for promotion.
- In August 2011, considered 2,253 Senior Enlisted Soldiers for promotion and recommended 963.

### Senior Promotion Board Statistics:

MONTH	RANK	PROMOTION ORDERS	TRANSFER ORDERS
JAN 11	SGM	1	0
FEB 11	MSG	28	14
MAR 11	SFC	159	58
APR 11	SGM	7	6
MAY 11	MSG	35	17
JUN 11	SFC	21	8
JUL 11	SGM	4	3
AUG 11	MSG	35	21
SEP 11	SFC	7	4
OCT 11	SGM	4	2
NOV 11	MSG	66	37
DEC 11	SFC	369	174
<b>TOTALS</b>		<b>736</b>	<b>344</b>

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**Junior Promotion Board Statistics:**

<b>MONTH</b>	<b>PROMOTION ORDERS</b>		<b>TRANSFER ORDERS</b>		<b>TOTAL ORDERS</b>
	<b>SGT</b>	<b>SSG</b>	<b>SGT</b>	<b>SSG</b>	
JAN 11	130	91	42	28	291
FEB 11	96	114	26	47	283
MAR 11	111	47	44	20	222
APR 11	57	91	22	38	208
MAY 11	88	83	18	23	212
JUN 11	48	50	17	13	128
JUL 11	70	75	20	28	193
AUG 11	84	43	22	18	167
SEP 11	98	55	30	22	205
OCT 11	93	51	33	15	192
NOV 11	43	32	19	13	107
DEC 11	79	64	29	16	188
<b>TOTALS</b>	<b>997</b>	<b>796</b>	<b>322</b>	<b>281</b>	<b>2396</b>

**Full Time Support Military Branch (FTS MIL)**

**Mission and Organization**

**Mission**

The 88th FTS MIL, DHR serves as an USAR military personnel office providing life-cycle personnel services (i.e., promotions, awards, assignments, other routine administrative actions) to the TPU Army Reserve Soldiers, AGR Soldiers, Active Component (AC) and Civilians located within The 88th RSC AOR.

**Personnel**

- |                             |                   |
|-----------------------------|-------------------|
| ➤ Branch Chief              | Ms. Mary Lemberg  |
| ➤ Human Resource Specialist | Mr. Curt Myers    |
| ➤ Human Resource Specialist | Mr. Steven Keivel |
| ➤ Human resource Technician | CW3 Roger Blakely |

**Significant Events and Operations**

➤ The FTS MIL team provides standardized life-cycle management no matter where an USAR TPU Soldier, AGR Soldier, AC Soldier or civilian resides or travels. It is designed to serve as a "One-Stop" shop for personnel management of all who serve within the 88th RSC AOR rather than separate personnel management by individual commands within the AOR. FTS MIL Branch serves as the primary Point of Contact (POC) for USARC, MPD Fort Bragg, and Army Human Resource Command (AHRC) for AGR/AC issues and actions, providing program and

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regulatory guidance, instruction, and training on a large spectrum of areas ranging from, in and out-processing, notification of personnel actions and how it affects the Soldier. At the same time, FTS MIL coordinates between subordinate units, supported commands, HHCs, MPD, USARC, and Army Reserve Active Duty Management (ARADMD) with force structure actions that affect the FTS Soldiers within the command.

- FTS MIL team conducted a get acquainted visit at HRC Fort Knox with counterparts to show information and learn “best practices” to ensure effective synchronization to produce ‘Best in Class’ customer service is provided in support of the FTS MIL mission.
- Established liaison contacts with MPD Fort Bragg, OCAR, HRC-Fort Knox and USARC, ensuring a seamless transition from the Regional Readiness Command (RRC) to the RSC configuration.
- Processed 3,227 major personnel actions (follow up and minor transactions not included) all during mobilizations and transition of personnel. Junior Promotion Boards, Enlisted Record Brief (ERB), Officer Record Brief (ORB) updates and Reenlistments, ensuring regulatory compliance for processing documents.

### **FTS Civilian Branch**

#### **Mission and Organization**

##### **Mission**

Develop and deliver a customer focused, management owned, civilian personnel management program that attracts, develops, and retains a diverse and highly competent civilian workforce. Partner with managers in accomplishing the mission by helping insure the civilian workforce is highly trained, motivated, well-informed, fairly treated, and the image of the Army and the 88th RSC as well as the USAR; become and maintain a model as a caring employer.

##### **Personnel**

- |                             |                     |
|-----------------------------|---------------------|
| ➤ Branch Chief              | Ms. Angela Albro    |
| ➤ Administrative Officer    | Ms. Kimberly Miller |
| ➤ Administrative Officer    | Ms. Mandy Kleppen   |
| ➤ Administrative Officer    | Ms. Jenny Stehlik   |
| ➤ Administrative Officer    | Mr. Ryan Carter     |
| ➤ Human Resource Technician | Ms. April Lucas     |

- The FTS Civilian Branch on the unit manning document has a requirement for seven Military Technicians (MT) but is authorized six MT. The assigned strength of the FTS Civilian Branch as of 31 December 2011 was five. Ms. Angela Albro was assigned on 24 May 2009. Mrs. Mandy Kleppen was assigned on 20 December 2010. Ms. Kimberly Miller was assigned on 31 January 2010. Mr. Ryan Carter was assigned on 28 March 2010. Ms. Jenny Stehlik was assigned on 4 December 2011.

##### **Significant Events and Operations**

- The FTS Civilian Branch is primarily responsible for the Life Cycle Management of Department of the Army Civilian (DAC), and MT employees for the 88th RSC. The required DAC strength is 182, the authorized DAC strength is 112, and the assigned DAC strength is 107

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or 95.54 percent. The Required MT strength is 105, the authorized MT strength is 90, and the assigned strength is 90 or 100 percent. The aggregated DAC/MT required strength is 243, the aggregated DAC/MT authorized strength is 202, and the aggregated DAC/MT assigned strength is 197 or 97.52 percent.

### **Boards Branch**

#### **Mission and Organization**

##### **Mission**

The Boards Branch is responsible for managing all the non-duty Physical Evaluations Boards (PEB) and the Military Administrative Retention Review Board (MAR2) within the 88th RSC AOR.

##### **Personnel**

➤ Chief Boards Branch	Mr. Patrick Madden
➤ Chief Boards Branch	Ms. Tammy Madden
➤ Acting Boards Branch Chief	Mr. Curt Myers
➤ Human Resources Specialist	Ms. Mahala Mesch
➤ Human Resources Specialist	Ms. Tori Zeporah
➤ Human Resources Specialist	Mr. Travers Hall
➤ Human Resources Assistant	Mr. Gary Boda

- Mr. Patrick Madden, Branch Chief, was mobilized during CY 2011, returning in July to take another position in Officer Branch.
- Ms. Tammy Madden, Branch Chief started in Boards Branch on 24 July 2011, after transferring from the Casualty Operations Branch.
- Mr. Curt Myers was the Acting Chief until Ms. Madden took the permanent position as Branch Chief in July.
- Ms. Mahala Mesch has been assigned to Boards Branch since 5 July 2009.
- Mr. Travers Hall was assigned to Boards Branch on 25 September 2011.
- Mr. Gary Boda has been assigned to Boards Branch since 20 December 2009.

##### **Significant Events and Operations**

- The 88th RSC Boards Branch closed out CY 2011 with 264 Physical Evaluation Board (PEB) cases being processed and 74 being closed.
- MAR2 replaced the MOS Medical Review Board (MMRB) actions for CY 2011, and totaled 379 Active cases, with 326 of them boarded and closed. The MAR2 program will ensure that every Soldier and Officer who is issued a P3 or P4 profile has an administrative review, to see if the physical limitations on their profile, prohibit them from performing in their current MOS/AOC.

### **Health Services Branch (HSB)**

#### **Mission and Organization**

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### **Mission**

HSB is responsible for reviewing, processing, and approving Line of Duty (LOD) investigations, Incapacitation Pay (IP) requests, packets for Medical Evaluation Boards (MEB), and Non Duty Related Physical Evaluation Boards (NDRPEB). In addition, HSB is involved with Active Duty Medical Extension Packets (ADME), and Soldier Readiness Processing (SRP) packets.

### **Personnel:**

- Administrative Officer Mrs. Mary Lemburg
- Human Resource Specialist Mr. David Laes
- Human Resource Specialist Mr. Fabien Edjou
- The HSB had one MT position vacant at the end of 2011.

- The Branch Chief, Chief, Mary Lemburg served in this position for the duration of 2011 and began the transition to Mr. Dan von Arx so he could assume the duties in early 2012.
- The 88th RSC DHR, HSB had a tumultuous year with the civilian employees who were assigned in CY 2011. One employee returned to duty from an extended time in a Warrior Transition Unit (WTU) and another employee found employment elsewhere. The end result left the Health Services Branch short one full-time position at the end of CY 2011, while it gained eight additional Reserve Personnel (TPUs) in the branch.
- Mr. David Laes accepted a position in August 2009 but did not return from his deployment until June 6, 2010. Mr. Fabien Edjou was assigned as a Human Resource Specialist on June 6, 2010. Mr. Fabien had previously worked in Trainees, Transients, Holders and Students (TTHS) section and accepted the Health Services Branch position, following his overseas deployment. Unfortunately, Mr. Edjou departed and his position is currently not filled.
- Nine TPUs were brought on orders through ADOS-RC during November of 2010. Their primary functions are to assist the primary HSB staff by processing LOD investigations, ADME packets, and SRP packets.

### **Significant Events and Operations**

- The HSB processed 1,532 LOD investigations and 168 IP claims during 2011.
- The HSB reduced the overall number of medically non-deployable Soldiers in the 88th RSC region by 53%. The cases adjudicated included 448 discharged or retired. Health Services branch continued to monitor 570 duty related cases with 150 of those submitted to a medical treatment facility or the Reserve Component Soldier Medical Support Center (RC-SMSC). There was a change to the mission for profile review; this mission was returned to the Surgeon's office. The transfer of the profile review mission to the Surgeon enabled the HSB to become much more efficient in processing medically non-deployable Soldiers. For example, the starting number of medically non-deployable Soldiers at the beginning of 2011 was over 4,900, and by the end of December 2011, the number had declined to 2,308, for a reduction of 2,626 cases.
- CY 2011 brought a year of changes to the Health Services Branch and Army Reserve Medical Readiness processing in general. The first initiative that was launched was the Military Medical Area (MMA) in Pinellas Park, FL. The MMA's sole responsibility was to review and validate all profiles from Periodic Health Assessments (PHAs) that contain a single "3" in the S (behavioral health) category of the profile system, with a "1" being excellent to "4" being the worst category. This step reduced the backlog of profiles requiring medical boards and enabled the HSB to work on the more complex cases requiring medical boards.

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➤ The next major initiative that was completed included the establishment of the Reserve Component – Soldier Medical Support Center in Pinellas Park, FL. The RC-SMSC was established to process all USAR and Army National Guard (ANG) Medical MEB packets. The establishment of the RC-SMSC made the HSB more efficient by establishing a single checklist and a single submission point for all MEB packets. The RC-SMSC eliminated the need to use seven different Medical Treatment Facilities (MTF) in the 88th RSC AOR, each of which utilized different procedures. The HSB of the 88th RSC immediately established a professional working relationship with the RC-SMSC and that enabled us to effectively utilize them to improve the timeliness of MEB packets in the adjudication process. The RC-SMSC was available to the 88th RSC beginning in July 2011.

### **Orders Branch**

#### **Mission and Organization**

##### **Mission**

To provide accessible, responsive, efficient, and effective personnel orders support for stakeholders in the 88th RSC AOR, and perform personnel orders recordkeeping and disposition.

##### **Personnel**

- |   |                         |
|---|-------------------------|
| ➤ Supervisory Human Resource Specialist | Ms. Kirsti Trygstad     |
| ➤ Human Resource Specialist (Military)  | Mr. Orienfro Chestnut   |
| ➤ Human Resource Specialist (Military)  | Mr. Matthew Rowe        |
| ➤ Human Resource Specialist (Military)  | Mr. Garner Lambert      |
| ➤ Human Resource Specialist (Military)  | Ms. Gerry Hensley       |
| ➤ Human Resource Specialist (Military)  | Ms. Kathleen Wojtkowiak |
| ➤ Human Resource Specialist (Military)  | Ms. Linda Platt         |

➤ In 2011, the 88th RSC Orders Branch, supervised by Ms. Kirsti Trygstad, increased their ability to provide continuity of customer based human resources service. This ability change was mostly due to the minimum staff turnovers in CY 2011. The Human Resources Specialist (Military) employees that remained from 2010 were: Orienfro Chestnut, Gerry Hensley and Garner Lambert.

➤ The following staff members were welcomed in 2011:

- 2 January 2011: Linda Platt as a Human Resource Specialist from Evansville, Indiana.
- 18 January 2011: Matthew Rowe returned from his (2009-2010) mobilization with the 367th Engineer Battalion.

➤ The following staff departed in 2011:

➤ 13 June 2011: Linda Platt departed to accept a Department of the Army Civilian Position at Fort Knox, Kentucky.

##### **Significant Events and Operations**

➤ In 2011, the USAR PAM 600-5 (Personnel Actions Guide for Army Reserve Units) was fully implemented Army Reserve-wide. USAR PAM 600-5 contains administrative procedures to assist and establish uniformity of operations for Human Resources (HR) Specialists in the performance of their duties. It also includes formats and requirements for required forms and

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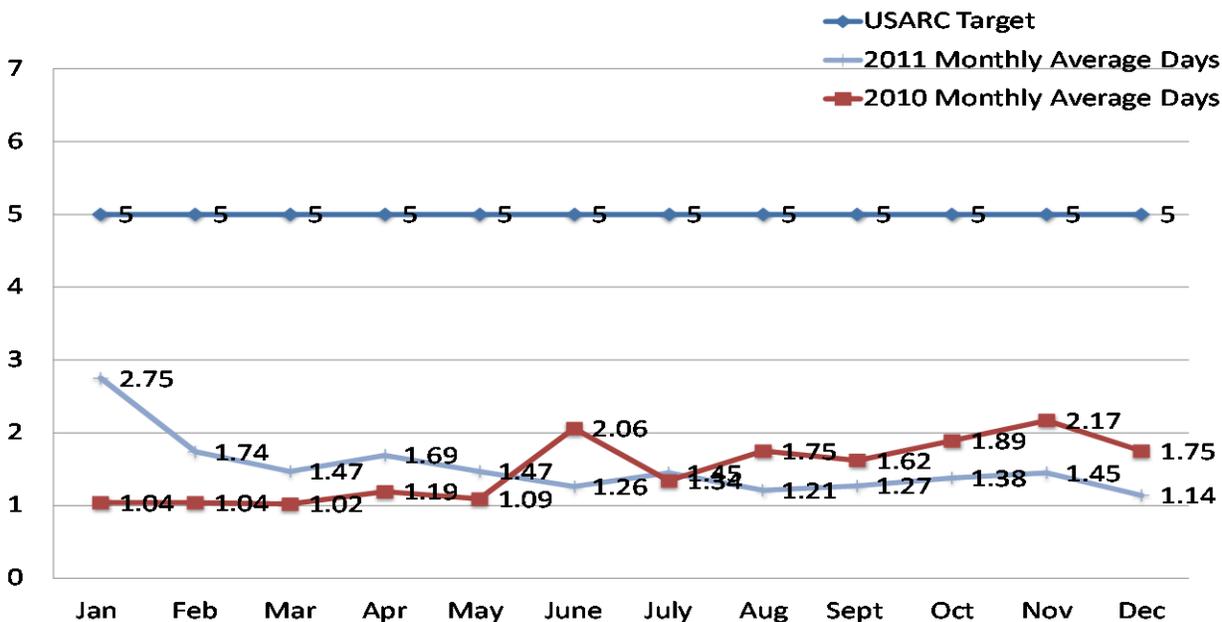
memorandums that will assist with processing personnel actions. Most importantly, USAR PAM 600-5 authorized only the RSC to publish all personnel type orders unless otherwise noted.

➤ The 88th RSC Orders Branch is responsible for publishing all personnel type orders in the 88th RSC AOR. The Orders Branch performed in an exemplary manner by publishing over 19,683 personnel orders with a processing time of 1.30 days (upon receipt of request into RSC088 Orders inbox). The USARC has a five day order publishing timeline from receipt of the request to publication.

➤ In 2011, the Order Branch published on average 1,640 orders per month. Overall, approximately 5,700 more orders were published in 2011 than in 2010, a 40 percent increase in work productivity compared to 2010.

➤ USARC established an “Order Issuing Timeliness” requirement not to exceed an average of five days in a month. The chart below shows that the Orders Branch average “Order Issue Timeliness” to be under two days. This was well inside the USARC established timeline, which is no easy task.

### Order Issuing Timeliness 2010 & 2011



## Casualty Operations Branch

### Mission and Organization

#### Mission

The Casualty Operations Branch is responsible for managing Casualty Notifications, Casualty Assistance, and Military Funeral Honors programs within the 88th RSC AOR. Casualty Operations Branch is also responsible for coordinating training for all eligible Soldiers to be certified as a Casualty Notification Officer and Casualty Assistance Officer.

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### Personnel

- |                                  |                     |
|----------------------------------|---------------------|
| ➤ Chief Casualty Operations      | Mr. Roger Mathis    |
| ➤ Senior Human Resources Officer | CPT Olutayo Sowande |
| ➤ Human Resources Specialist     | Mr. Wayne Mahoney   |
| ➤ Human Resources Technician     | Ms Charmaine Askew  |
| ➤ Human Resources Technician     | Ms Sabrina McCrae   |

➤ The Casualty Operations Branch staff at the beginning of the second quarter of CY 2011 consisted of four civilians and one AGR Soldier. One staff member, Ms. Charmaine Askew, left to accept another position in August 2011. There also was a swap of personnel between Ms. Tammy Madden, the Branch Chief for two years beginning on 4 July 2009, where Ms. Madden was replaced by Mr. Roger Mathis on 5 July 2011.

➤ CPT Olutayo Sowande was assigned on 21 September 2009 as Senior Human Resources Officer.

➤ Ms. Sabrina McCrea joined the team on 5 December 2010, as Human Resources Technician.

➤ Mr. Wayne Mahoney was assigned on 31 January 2011.

### Significant Events and Operations

➤ The 88th RSC Casualty Operations closed out CY 2011 with thirty-four casualty notification cases and sixty-nine Casualty Assistance Officers assigned during this period.

➤ Military Funeral Honors is a major part of the branch's functions. During CY 2011, 4,061 Military Funeral Honors were performed using 11,931 Reserve and AGR Soldiers to support this function. A total of 5,394 Veteran Service Organization personnel were also used to support the Military Funeral Honors during this period.

### Awards Branch

#### Mission and Organization

##### Mission

The Awards Branch provides guidance to the down trace units as it pertains to regulatory guidance, award matters, and processing. The Awards Branch processes military awards, civilian awards, retirement recognition packets, and processes Welcome Home Warrior Citizen Award supply requests. The Awards Branch receives official award recommendations from the USARC, and then is responsible for ensuring regulatory compliance, consolidating information, compiling the awards package and provided follow up responses to inquiries from the awards initiators.

##### Key Personnel

- |                |                   |
|----------------|-------------------|
| ➤ Branch Chief | Ms. Jenny Stehlik |
|----------------|-------------------|

### Significant Events and Operations

➤ In CY 2011 the Awards Branch processed 124 Military Awards, 949 Retirement Recognition packets, 165 Civilian Awards, and supplied 67 Welcome Home Warrior Citizen Awards serving 2,708 Soldiers.

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➤ A warehouse was built on the 88th RSC property, all items for Welcome Home Warrior Citizen kits, teddy bears, and back pack items were relocated there. The 88th RSC was pleased to announce the following awards; the Reserve Officer Association Small Unit Award recipient was the 85th Army Band and the Warrant Officer Award winner was CW4 Robert Claggett. These awards were processed by the Awards Branch.

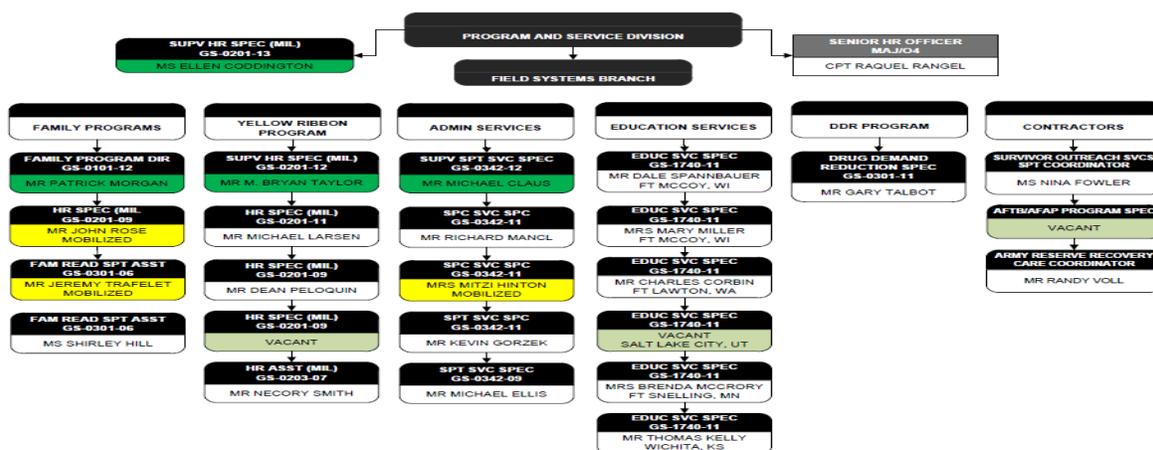
### Program and Services Division, DHR 2011

#### Mission and Organization

##### Mission

Provide assistance to subordinate units and Organizational, Functional, Training and Support (OFTS) commands in the 88th RSC AOR to include providing advisory services and oversight essential for the management of the Programs and Services Division which encompasses a variety of high profile programs which include: Yellow Ribbon Reintegration Program, Education Services, Family Programs, Suicide Prevention, Sexual Harassment, Assault, Response and Prevention (SHARP); Administrative Support Services, Drug Demand Reduction (DDR), HIV, Congressional Inquiries, and the Soldier Readiness Processing Centers.

##### Organization



##### Key Personnel

- |                                       |                       |
|---------------------------------------|-----------------------|
| ➤ Director                            | Ms. Ellen Coddington  |
| ➤ Family Programs Director (DAC)      | Mrs. Rochelle Wheeler |
| ➤ Yellow Ribbon Reintegration Program | Mr. M Bryan Taylor    |
| ➤ Admin Services                      | Mr. Mike Claus        |
| ➤ Education Services                  | Mr. Dale Spannbauer   |
| ➤ Drug Demand Reduction Program       | Mr. Gary Talbot       |

➤ 2011 continued to be a transitional year for the Programs and Services Division. A turnover of key staff and personnel shortages occurred which resulted in key functions becoming assigned as additional duties to personnel who remained.

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- Mr. Talbot assumed the additional duty as the Sexual Assault Response Coordinator (SARC) combined with his duties in DDR, Congressional Inquiries, Army Community of Excellence (ACOE) and the HIV program.
- CPT Rangel deployed in August 2011, and her duty of Suicide Prevention Manager transitioned to Mrs. White whose responsibilities also include Family Programs and the Yellow Ribbon Integration Program.
- Mrs. Hinton and Mr. Rose extended both their mobilization/deployment periods into FY 2012.
- The Programs and Services Division also experienced challenges to the Education Services Branch with the loss of Mr. Kelly from the Wichita, Kansas and Mr. Corbin from the Fort Lewis, Washington Education Centers leaving the Branch short-handed. The remaining three Education Specialists assumed the responsibilities of these two regions as well as the Fort Douglas region, that's in addition to providing support to the 63rd RSC region as well.

### **Significant Events and Operations**

- With the publication of FRAGO 2 and 3 to USARC Operations Order 09-137, Implementation Instructions for the Soldier Readiness Processing Center (SRPC), the 88th RSC assumed C2 of the SRPCs consisting of twelve hubs and thirteen satellites within the 88th RSC AOR. When fully implemented, this will include an additional increase of 176 personnel.
- Augmented the Programs and Services Staff as a USARC contractor, Mr. Randy Voll joined the team as the Recovery Care Coordinator (RCC). Mr. Voll's primary focus was to ensure the non-medical needs of Army Reserve wounded, ill, and injured Soldiers was met as they recovered. Meeting the non-medical needs of Soldiers includes, but is not limited to: providing resources, assisting with Line of Duty and Incapacitation pay submission, Military Medical Support Office (MMSO), Medical Readiness Processing (MRP), Medical Retention Processing Program (MRP2) and Active Medical Extension (ADME), Purple Heart and Combat Action Badge (CAB) requests. In addition, Mr. Voll attended the 88th RSC YRRP events 4, 5 and 6, conducting briefing on availability of 88th RSC services. These briefings have resulted in approximately 10 percent of the Soldiers who attend to request additional information and assistance.

### **Family Programs (FP)**

#### **Mission and Organization**

##### **Mission**

The mission of Family Programs is to educate and empower members of the military community to develop skills and encourage behaviors that strengthen self-reliance, promote retention, and enhance readiness; to provide coordinated and responsive services to Commanders in support of Soldiers, Families and Civilian Employees.

##### **Personnel**

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| ➤ Family Programs Director           | Mr. P.J. Morgan (left April 2011) |
| ➤ Family Programs Director           | Ms. Rochelle Wheeler, Ph.D.       |
| ➤ Family Readiness Support Assistant | Ms. Shirley Hill (Contractor)     |
| ➤ Human Resources Specialist         | Ms. Rayonda White                 |

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- |   |                                 |
|---|---------------------------------|
| ➤ Survivor Outreach Specialist                    | Ms. Nina Fowler (Contractor)    |
| ➤ Survivor Outreach Services, Financial Counselor | Mr. Steven Jansen (Contractor)  |
| ➤ Child and Youth & School Services Specialists   | Mr. Prince Amartey (Contractor) |
| ➤ Child and Youth & School Services Specialists   | Ms. Carin White (Contractor)    |

- A turnover of staff occurred with Mr. P.J. Morgan's leaving the position of Family Programs Director in April 2011, and the return of Ms. Rochelle Wheeler from an overseas assignment in July 2011 to assume her position as the Family Programs Director.
- Ms. Nina Fowler served as the USARC Contracted Survivor Outreach Services (SOS) Support Coordinator, until she was hired under a different USARC Contract as the Yellow Ribbon Coordinator in October 2011. The position she left remained vacant for the remainder of CY 2011.
- The Family Programs added two USARC contracted staff members who joined in March 2011. Ms. Carin White, to work with Child Youth School Services (CYSS) and as the Community Outreach Specialist (COS) along with Mr. Prince Amartey, as a Child and Youth Services Outreach Specialist (CYOS).
- Ms. Shirley Hill left the position as Family Readiness Support Assistant in September when that position was de-funded by USARC. The position remains vacant.
- Mr. Steven Jansen and Prince Amartey also departed in September when their contracts expired and were not renewed.
- Oversaw a pool of volunteers to support both Yellow Ribbon and FP events. The volunteers, Mr. Jeff Voll, Ms. Tamara Taylor, and Ms. Martha Vidusky, consistently provided face to face interaction on behalf of FP and services.

### **Significant Events and Operations**

- 2011 was a transitional year for 88th RSC FP. The transformation of the Army Reserve and the organization's change in roles and responsibilities toward BASOPS, begun in 2009 and continued to develop through 2011. Upon arrival of Mrs. Wheeler, the planning for increased FP training events began with scheduling for six events to be held in the beginning of FY 12 (October through December 2011), and was submitted to USARC FP for approval in August 2011. The concept of partnering to support the OFTS Command's training needs and objectives set the pace for future FP initiatives within the 88th RSC AOR. These initiatives included; Family Program Academies, training volunteers to establish and operate a Unit's Family Program, as well as conduct an Army Reserve-Family Education on Deployment (AR-FRED) workshop, to assist Unit's in preparing Families for upcoming deployments.
- A successful AR-FRED to assist Unit's Family Readiness Groups to prepare Families for deployments, was executed by FP in March 2011 in Kansas City, Missouri. There were 120 attendees from all over the 88th RSC's 19-State AOR.
- Ms. Wheeler increased the Family Programs presence in Yellow Ribbon Events by supporting more social interaction, such as sponsoring a No Host Social for attendees on Friday evening, and providing a Dinner and a Movie option at the Events.
- Supported YRRP events 4, 5, and 6 In Accordance With (IAW) USARC OPORD 08-102 (as amended); coordinated with OFTS Commands to plan annual training events in support of their Family Program needs. Coordinated in tracking participants and coordinated with OFTS command's external agencies for support staff as required. Prepared and delivered all administrative support for events.

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- Managed and executed FP budget lines, including event dollars, travel, and supplies. YRRP Staff support FP by preparing hotel and support contract proposals and coordinated with contracting and USARC Contract Administration Support Office (CASO) to ensure appropriate and legal execution of all contracts.
- FP established annual event schedules and de-conflicted the schedule with USARC and OFTS commands,
- Reported participation data and trends to 88th RSC Command Group as well as USARC FP Coordinator.

### **Yellow Ribbon Reintegration Program (YRRP)**

#### **Mission and Organization**

##### **Mission**

The YRRP is a 6 event program for both Soldiers and Family members. The Pre and During Deployment Events (1-3) are Operational and Functional Command responsibilities and the Post Deployment Events (4-6) are the responsibility of the 88th RSC for events held within the 88th RSC AOR.

- Event 1 takes place during the Alert and Pre-Deployment Phase. Event 1 briefings provide Soldiers and Families all the information they will need to cope with difficulties of separation and deployment.
- Events 2 and 3 take place 60 Days after mobilization for Family Members and 60 Days prior to redeployment again for Family Members. These briefings will help Families connect with the Army Reserve and to show support to our Family Members while the Soldier is deployed. Events 4 and 5 are conducted at 30 and 60 days after a Soldier redeploys. Events 4 and 5 are for both Soldiers and Family Members. These events include presentations, breakout sessions, and small group discussions to assist Families and Soldiers with the Soldier's transition from the military to their civilian role.
- Event 6 is conducted at 90 days Post Deployment. This phase is for Soldiers only and the focus on the Soldier's physical and mental health. The Soldier completes a Post Deployment Health Reassessment assessment at this event.

##### **Full Time Personnel**

- |                                |                               |
|--------------------------------|-------------------------------|
| ➤ Director                     | Mr. Mark B. Taylor            |
| ➤ Registration                 | Ms. Rayonda White             |
| ➤ Registration                 | Mr. Necory Smith              |
| ➤ Operations & Contracting     | Mr. Michael Larsen            |
| ➤ Operations & Contracting     | Mr. Jonathan Rose (Mobilized) |
| ➤ Training/Logistics           | Mr. Dean Peloquin             |
| ➤ Regional Support Coordinator | Ms. Nina Fowler (Contractor)  |

##### **Military Augmentation (ADOS/MOB)**

- |                               |                     |
|-------------------------------|---------------------|
| ➤ ADOS OIC/NCOIC              | 1LT Anthony Mcmanus |
| ➤ E7 Mobilization Cap         | SSG Brian Jorgensen |
| ➤ ADOS Operations Support NCO | SGT David Culpepper |

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- ADOS Operations Support NCO
- ADOS Operations Support NCO

SGT Nickolas Gimson  
SGT Carol Crowe

### **Responsibilities**

Manages and executes Events 4, 5, and 6 IAW USARC OPORD 08-102 (as amended). The 88th RSC coordinates with OFTS Commands to track participants, coordinates with OFTS Commands and external agencies for support staff, instructors, supporting agencies, and information booth providers. Prepares and delivers all administrative support for events. Manages and executes YRRP budget lines, including event dollars, travel, and supplies. Prepares hotel and support contract proposals and coordinates with contracting and USAR Contracting Administrative Support Office (CASO) to ensure appropriate and legal compliance and execution of all contracts. Establishes annual event schedules, de-conflicts with USARC and OFTS Commands, and submit reports on participation data and trends to the 88th RSC Command Group as well as USARC YRRP Coordinator. The RSC oversees all the training aspects for the Post Deployment Yellow Ribbon Program of Instruction (POI) for presentations at each event.

### **Contractor Support, USARC (YRRP)**

#### **Key Personnel**

- USARC Yellow Ribbon Regional Coordinator

Ms. Nina Fowler

#### **Responsibilities**

The position of Regional Coordinator supports the 88th RSC AOR and oversees the OFTS Command YRRP Support Assistants and YRRP State Coordinators.

#### **Significant Events and Operations**

- Initiatives during CY 2011 included hosting the first 88 RSC and OFTS Command workshop, focusing on the needs of the OFTS Commands and how the RSC can better support and meet their requirements.
- The ground work was laid for the first combined OFTS and 88th RSC YRRP event in January 2012. In addition, a during deployment event, Event 3, was integrated into the 88th RSC's YRRP Events 4-6.
- Ms. Fowler was involved in laying the groundwork for the 88th RSC Yellow Ribbon Team to partner with the 364 Expeditionary Sustainment Command (ESC), the 310th ESC and the 807th Medical Deployment Support Command (MDSC) to integrate their "during deployment" Events 2 & 3 into the 88th RSC's YRRP hosted Events 4-6.
- The office ensured the 88th RSC revised its statement of work for contracting to provide round-trip shuttle service from the airport to the hotel and back. This relieved the burden of Soldiers and families from having to pay out of their own pocket and then having to wait to be reimbursed.
- Supported twelve YRRP events in CY 2011 and supported one special event for the 807th Medical Support Command in Orlando, FL. Each of the twelve YRRP events consisted of three Post Deployment Events in 2011. All twelve of these were Events 4-6 with six events in Denver, CO, five events in Schaumburg, IL, and a first ever event in Seattle, WA. A total of 4,694

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Soldiers, 1,216 Children, and 2,339 Adult Family Members and Guests attended the 88th RSC YRRP Events.

<b>Dates:</b>	<b>Locations:</b>	<b>Attendees:</b>		
21-23 Jan	Denver, CO	Soldiers: 507	Family Members: 363	Total: 870
11-13 Feb`	Denver, CO	Soldiers: 460	Family Members: 340	Total: 800
18-20 Mar	Seattle, WA	Soldiers: 408	Family Members: 341	Total: 749
15-17 Apr	Denver, CO	Soldiers: 437	Family Members: 287	Total: 724
20-22 May	Denver, CO	Soldiers: 381	Family Members: 388	Total: 769
10-12 Jun	Schaumburg, IL	Soldiers: 270	Family Members: 293	Total: 563
15-17 Jul	Schaumburg, IL	Soldiers: 428	Family Members: 294	Total: 722
27-29 Aug	Schaumburg, IL	Soldiers: 424	Family Members: 313	Total: 737
17-19 Sep	Schaumburg, IL	Soldiers: 353	Family Members: 224	Total: 577
22-24 Oct	Schaumburg, IL	Soldiers: 195	Family Members: 131	Total: 326
19-21 Nov	Denver, CO	Soldiers: 334	Family Members: 263	Total: 597
17-19 Dec	Denver, CO	Soldiers: 497	Family Members: 318	Total: 815

➤ For CY 2011, the 88th RSC overall Yellow Ribbon attendance comprised one-fourth of the entire Army Reserve attendees at a YRRP event.

### **Administrative Services Support Branch (ASSB)**

#### **Mission and Organization**

##### **Mission**

Implement policies, procedures, and systems to capture, preserve, and make available documents and evidence essential for Army decisions and actions; meet the needs of the American public; and protect the rights and interest of the government and individuals. Manage the Management Information Control Program (MICP), manage the office symbols used within the 88th RSC used for memorandums, MFRs and letters, manage the Freedom of Information (FOIA) and Privacy Acts Programs and process all FOIA/Privacy Act requests received from the general public at the 88th RSC. Determine the releasability of records, or recommend denial to the appropriate Initial Denial Authority (IDA), manage the Official Mail Program for the 88th RSC and coordinate official mail and distribution requirements with the Installation Directorate of Information Management (DOIM) at Ft. McCoy, WI. Conduct postal inspections of supported facilities, ensure command compliance with Official Mail Management Regulations and USARC policy, perform correct, timely delivery of official mail and internal distribution for the RSC including inspections for weapons and hazardous materials, manage the Publishing and Printing Program, develop, promulgate, and control standard forms and formats, manage the interface to Army Publications and contract the Defense Automation Publishing System (DAPS) or the Government Printing Office (GPO) for high volume printing, manage command official publications including collection, formatting, editing, coordination of content approval, and dissemination, and establish, maintain, and control publication accounts for the 88th RSC as well as supported commands and units with the Army Publishing Directorate Distribution Facility, Saint Louis, MO.

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### Personnel

- Director Mr. Michael Claus
- Support Services Specialist Mr. Richard Mancl
- Support Services Specialist Mr. Kevin Gorzek
- Support Services Specialist Mr. Michael Ellis

### Significant Events and Operations

- The ASSB continued its mission of providing support to all of the facilities in the 19-state 88th RSC AOR for official mail and small parcel delivery services averaging 1400 pieces per month, and a total estimate of 16,800 pieces processed for CY 2011.

### Education Services

#### Mission and Organization

##### Mission

The Army Continuing Education System (ACES) through its many programs promotes lifelong learning opportunities and sharpens the competitive edge for Army Fiscal Year 2011 and beyond. ACES is committed to excellence in service, innovation, and deployability. The mission of the ACES is to improve the combat readiness of the Total Army by planning, resourcing, and implementing educational programs and services to support the professional and personal development of quality soldiers. The ACES also prepares and processes tuition assistance in Go Army Ed (GAE), counsels Soldiers on education benefits, tests Soldiers through the Defense Activity for Non-Traditional Education Support (DANTES) system, supports the Yellow Ribbon Program, and provides other educational assistance programs as required.

### Personnel

- Education Services Mr. Dale Spannbauer
- Education Services Ms. Mary Miller
- Education Services Mr. Chuck Corbin
- Education Services Thomas Kelly
- Education Services Ms. Brenda McCrory

### Significant Events and Organization

- The Five Education Support Service (ESS) contractors under the 88th RSC approved 20,155 courses for Tuition Assistance (TA) in the GAE system. The other nine Reserve ESSs for the other 3 RSCs approved 33,968.
- The 88th RSC TA approvals by location are as follows:
  - Fort McCoy, WI-5,699
  - Minnesota-6,381
  - North Utah-3,230
  - West Washington state-1,245
  - South Kansas-3,600
- GAE was adopted 1 January 2010, and is the virtual gateway for all eligible Active Duty, National Guard and Army Reserve Soldiers to request TAonline, anytime, anywhere for classroom and distance learning. The Army National Guard (ANG) was added to the GAE

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system starting in August 2011, with full access in September 2011. During the transition process the ANG ESS's were trained by members of the Army Reserve ESS system to include those assigned to the 88th RSC.

➤ The Remaining 88th RSC ESS's were asked to work TA cases for the new ANG State ESS's and the 88th RSC ESSs that were vacated due to retirement and transfer. The 88th RSC ESSs also supported other RSCs, Major Subordinate Commands (MSCs), and United States Army Reserve Civil Affairs and Psychological Operations Command (USACAPOC) Soldiers by processing TA packets when there was a high volume of TAs pending that needed to be worked. These extra assigned duties ensured that Soldiers did not wait to have TA approved. This assistance was provided while the new ANG State ESS's trained on and learned the GAE system.

### **Army Substance Abuse Program (ASAP) and Drug Demand Reduction**

#### **Mission and Organization**

##### **Mission**

Strengthen the overall fitness and effectiveness of the Army's workforce, to conserve manpower and enhance the combat readiness of Soldiers

##### **Personnel**

➤ Director

Mr. Gary Talbot

##### **Significant Events and Operations**

➤ Averaged three drug and alcohol presentations as well as manning a resource booth during all twelve Yellow Ribbon Reintegration (YRRP) Events during CY 2011. Allowing nearly 19,000 Soldiers participating in the YRRP to have the opportunity to obtain information on the 88th RSC Substance Abuse Program.

➤ Established command wide share point ASAP web site on the 88th RSC intranet at <https://xtranet/Organization/MSCs/RSCs/88RSC/DHR/DDR/default.aspx>.

➤ Established a centralized utility mail box for access by our customers Command wide: [RSC088\\_ASAP@usar.army.mil](mailto:RSC088_ASAP@usar.army.mil).

➤ Coordinated with the Ft McCoy Alcohol and Drug Control Officer (ADCO) office in hosting Unit Prevention Leader (UPL) certification training at the 88th RSC Headquarters. This training is marketed and offered throughout the Continental United States (CONUS), through the ASAP offices at USARC. This UPL training program has been ongoing since FY 2009 and trains an average of 300 Soldiers per year.

➤ The 88th RSC ASAP has continued to work with the 88th RSC Command's Behavioral Health team, knowing that many times substance abuse plays an underlying causative effect on behavioral health issues. Over the last year, it has taken an active role in presenting substance abuse platform instruction, outreach to Fort McCoy Garrison units, featured the program as a new enhanced customer service through the Commands ACOE submission, and marketed the program in resource booths, during YRRP events, as well as in-house instruction, to all available 88th RSC headquarters personnel.

➤ In addition to UPL training, this office has coordinated to offer Alcohol and Drug Abuse Prevention Training (ADAPT) program similar to Active Duty installation counterparts. This

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program is designed to provide ASAP services for command and Soldier self referrals, Soldiers who test positive on urinalysis tests, and other interested parties, including the civilian workforce. This ADAPT is hosted and co-instructed by certified instructors at the 88th RSC and Ft McCoy ADCO offices. The 88th RSC was the first RSC to offer this enhancement to its Army Substance Abuse Program. This new ADAPT improvement began in early 2010 and was offered one per quarter in CY 2011 based on need.

➤ Metric standards have been exceeded in all tracked measures for the following metrics:

### **DHR – Substance Abuse % Testing Positive for CY 2011 Targets:**

Minimum target: < 2.5% target: < 2.0% ; maximum target: < 1.5% .

Milestones of: 1st Qtr: < 2% 2nd Qtr: < 2% 3rd Qtr: < 2% 4th Qtr: < 2%.

*88th RSC had zero positives for CY 2011.*

### **DHR – Substance Abuse “Un-testable” Specimen Rate for CY 2011 targets:**

Minimum target: < 5% target: < 3% maximum target: < 2% .

Milestones: 1st Qtr: < 3% 2nd Qtr: < 3% 3rd Qtr: < 3% 4th Qtr: < 3%.

*88th RSC had 0.73% un-testable specimens for CY 2011.*

### **DHR – Substance Abuse % of Test Objective Achieved for CY 2011 targets:**

Minimum target: < 90% target: < 95% maximum target: < 100%.

Milestones: 1st Qtr: < 19% 2nd Qtr: < 47.5% 3rd Qtr: < 76% 4th Qtr: < 95%.

➤ Overall the 88th RSC achieved a 112.0% testing objective, testing 410 specimens on a total strength of 366 Soldiers for CY 2011.

## **Soldier Readiness Processing Centers (SRPC)**

### **Mission and Organization**

#### **Mission**

Provide and coordinate, a mutually supportive approach to Personnel, Finance and Administrative services resulting in a predictable and accessible service infrastructure for Soldiers. Create an environment enabling the Commander to focus solely on training and growing leaders ensuring the USAR has the requisite skills in Personnel and Administrative specialists, through a collaborative work environment and continuous exposure to more experienced peers. The end state for the SRPCs at full operational capability is to provide personnel, finance and administrative support in order to enhance Soldier and unit readiness in accordance with established standards.

#### **Key Personnel (HUB Supervisors)**

- |                         |                  |
|-------------------------|------------------|
| ➤ Ms. Lauren Anderson   | Vancouver, WA    |
| ➤ Ms. Janet Broadbent   | Fort Douglas, UT |
| ➤ Ms. Allison Coates    | Fort Lewis, WA   |
| ➤ Ms. Anita (Jan) Coons | Wichita, KS      |
| ➤ Ms. Nicole DeTomaso   | Aurora, CO       |
| ➤ Mr. Alan Kaufman      | Whitehall, OH    |

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- Ms. Emily Matteson
- Ms. Linda Rossi
- Mr. Darryl Sams
- Mr. Peter Schimmel
- Ms. Pamela Simpson
- Mr. Robert Spinelli

Belton, MO  
Fort Snelling, MN  
St. Louis, MO  
Southfield, MI  
Fort McCoy, WI  
Fort Sheridan, IL

### **Significant Events and Operations**

With the publication of FRAGO 1, 2 and 3 to USARC Operations Order 09-137 Implementation Instructions for Soldier Readiness Processing Center (SRPC), the 88th RSC assumed C2 of the SRPCs consisting of 12 HUBs and 13 satellites within our AOR. When fully implemented, this will include an additional increase of 176 personnel. Under the control of the 88th RSC, units serviced by a SRPC will no longer execute Personnel, Administrative and Finance functions in support of their assigned TPU Soldiers. It is expected that the SRPC be fully operational by 1 June 2012.

### **Source Documentation**

- National Defense Authorization Act 2008 (Yellow Ribbon)
- OPERATION ORDER 08-102 (Yellow Ribbon Reintegration Program), 30 Jul 08, OPOD\_08-102\_Yellow\_Ribbon\_Reintegration\_Program
- Department of Defense Instructions (DODI) Yellow Ribbon Instructions (11-03-30)

### **Reference Files**

- Update 1 USAR Pamphlet 600-5
- Update 2 USAR Pamphlet 600-5
- USAR Pamphlet 600-5

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### Directorate of Logistics (DOL)

#### Executive Summary

In 2011, the 88th RSC DOL continued its mission to provide superior customer service to the Soldier, unit, and facility customers in the 88th RSC's 19-state region. DOL employees were able to recover from a devastating tornado strike, relocate Area Maintenance Support Activity (AMSA) shops to improved facilities and initiate new medical equipment maintenance operations, while leading the nationwide standardization of Military Technician (MT) maintenance personnel job descriptions, and winning USARC-level awards. The 88th RSC DOL remained the standard setter for innovation and quality service to our Army Reserve customers.

#### Mission and Organization

##### **Mission**

DOL's mission within the 88th RSC consists of four parts:

- Provide oversight of logistics policies, processes, procedures and business rules for the Commanding General.
- Provide advice and recommendations to the CG and to USARC for changes to these logistics policies, processes, procedures and business rules.
- Ensure that Army and USAR logistics policies, processes, procedures and business rules are being correctly executed and implemented within the RSC and its assigned and/or attached facilities, agencies, elements, and organizations.
- Develop and recommend to the CG any internal logistics policies, processes, procedures and business rules, consistent with Army and USAR logistics policies, processes, procedures and business rules, required to execute the RSC missions and functions.

##### **Organization and Structure:**

The DOL is organized into four divisions under the overall management control of Mr. Charles C. Hudson, the Director of Logistics. The divisions are Supply, under Mr. David Fyfe, Supervisory Logistics Management Specialist; Maintenance, under Mr. Steven Jacobson, Senior Maintenance Management Specialist; Transportation and Services, under Ms. Barbara Urbia-Rote, Chief of Transportation and Services; and the Office of the Director under Mr. Hudson.

The Supply Division includes regionally assigned Logistical Management Specialists (LMSs) specializing in Supply, the Property Book Officer, the contractors comprising the Property Book Management Team, Force Modernization personnel and the Automated System LMSs.

The Maintenance Division includes eight Supervisory Equipment Specialists responsible for the supervision of 40 Area Maintenance Support Activity (AMSA) shops with 16 associated Branch Maintenance Activities (BMAs) and six Equipment Concentration Sites (ECSs) with three associated BMAs, comprising 1010 civilian employees and 116 contract employees.

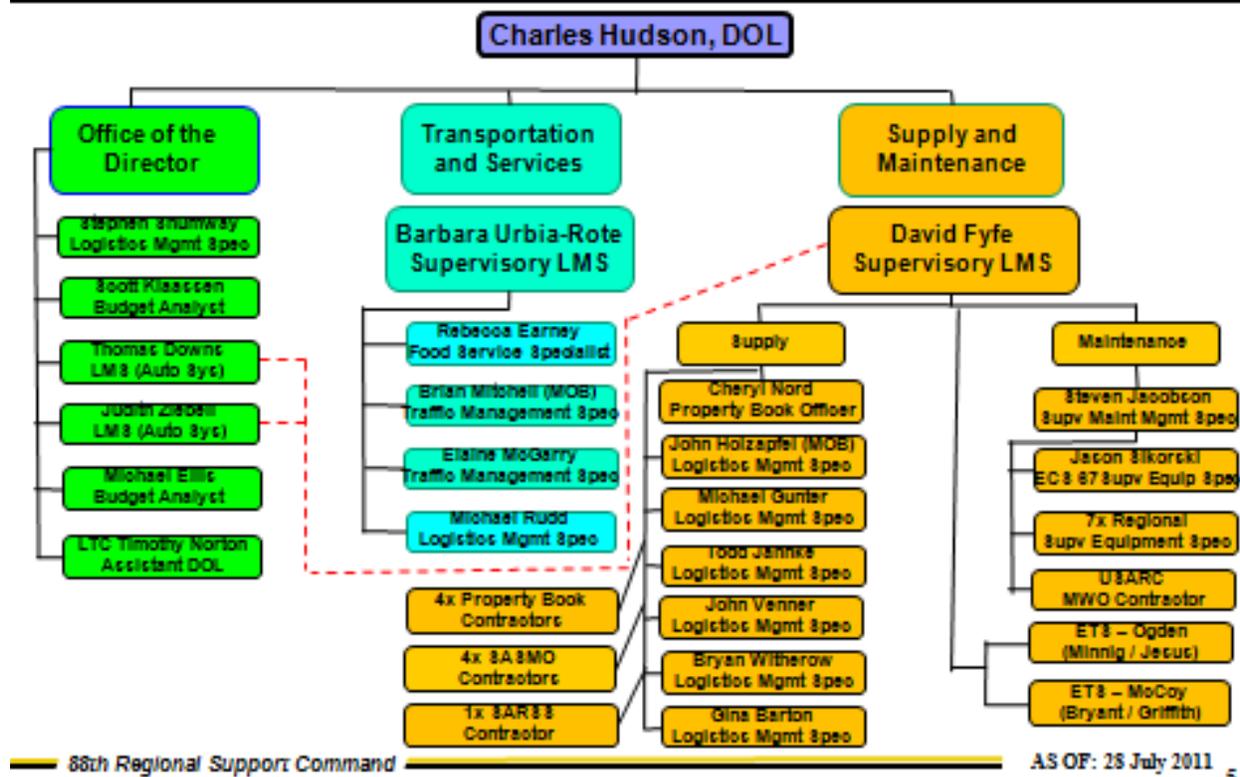
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Transportation and Services includes Transportation Management personnel, a Food Service Specialist, and a Logistics Management Specialist.

The Office of the Director includes the DOL Budget section and the DOL Plans and Operations section.



# DOL Organization Chart



### DOL Primary Functions:

DOL's primary areas of BASOPS support provided to customers in the 88th RSC's AOR is as follows:

- Maintenance and Storage (AMSA/ECS): This is in regard to Army Reserve unit property in excess of what the supported units can store at home station or that needs additional full-time maintenance.
- Army and GSA Non-Tactical Vehicle Program: Each facility is assigned General Services Administration (GSA) non-tactical vehicles or Army Reserve-owned Non-Tactical Vehicles (NTVs), former M1008 or M1009 trucks.
- Transportation Services: required to transport facility property and equipment
- Supply Management/Asset Visibility/Property Accountability (Property Book Officer): Required to account for facility property and unit property as well as to add and delete items from hand receipts as required.

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- Force Modernization (New Equipment Fielding): Conducted at ETS sites, this service entails units turning in obsolete vehicles and equipment, then receiving modern vehicles and equipment along with New Equipment Training to ensure that the new equipment can be safely utilized.
- DOL Government Purchase Card (GPC) Management: Oversight of government credit cards used in support of DOL operations.
- Dining Facility Equipment Life Cycle Management: Continual surveillance of all facility commercial-style food service equipment so that all facilities with cooking units can provide meals to their Soldiers.

### **2011 DOL Significant Events and Operations:**

#### ➤ **Fort Leonard Wood Tornado Recovery**

An Enhanced Fujita Scale Level 3 (EF-3) tornado struck Equipment Concentration Site (ECS) - 66 at Fort Leonard Wood (FLW), MO (near Rolla, MO) on 31 December 2010. A direct hit from the tornado destroyed the main warehouse and damaged hundreds of vehicles. Fortunately, the ECS was closed on New Year's Eve and no personnel were present at the time the tornado struck. All ECS personnel were accounted for with no injuries. However, the ECS and the equipment stored there suffered heavy damage, with a significant amount of equipment either destroyed or missing. ECS 66 employees pulled themselves together following the shocking destruction of their facility, as well as the destruction to several other areas on Fort Leonard Wood, and worked together superbly to locate and identify damaged equipment, recover equipment blown into the surrounding area and perform any repairs possible and economically feasible. During 2011, the equipment was inventoried and repaired if possible, or adjusted off the property records through proper methods (Financial Liability Investigation of Property Loss (FLIPL) IAW AR 735-5, if not. The warehouse was rebuilt on the same footprint as the previous building, and was nearing full completion as 2011 ended.

#### ➤ **Statistics**

Sensitive Item Inventory Completed: 25 JAN 2011 (No Losses Reported)  
End Item Inventory Completed: 18 MAR 2011 (22 End Items Lost or Destroyed)  
Inventory of all Items, (to include Sets, Kits and Outfits) Completed: 15 JUN 2011  
1,423 Items Inspected for Storm Damage (21,039 Man-Hours Estimated for Repairs)  
Reconstitution of all Sets, Kits and Outfits: 15 DEC 2011  
Repairs to Damaged Equipment Completed: 15 DEC 2011  
Grand Total of Funds Spent on Parts & Labor for Reconstitution & Repairs: \$3,380,000  
Final FLIPL Cost: \$3,038,519  
Civilian Labor Hours: 27,000 (\$567,000)  
Reserve Soldier Labor Cost: \$306,000  
Civilian Overtime & TDY Cost: \$264,000

#### ➤ **Construction completed on new AMSA facilities**

New AMSA facilities opened to replace older facilities in the following locations:

- AMSA 58, relocating within Springfield, OH to 1100 West Blee Road, Springfield, OH
- AMSA 79, leaving the closed Fort Lawton complex and moving to 13613 40th Avenue Northeast, Marysville, WA

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- AMSA 135, relocating from Battle Creek, MI to the Fort Custer training area near Augusta, MI (2200 Range Road, Augusta, MI)
- AMSA 136, relocating from Muskegon, MI to 3870 Three Mile Road, Grand Rapids, MI

### ➤ **AMSA & ECS Position Description / Grade Standardization**

The 88th RSC DOL inherited the AMSA & ECS structure of the former 70th, 89th and 96th Regional Readiness Commands (RRCs) as well as the legacy 88th RRC structure. Upon consolidating these regions, wide disparities were discovered in the grades attached to specific job titles. As an example, Heavy Mobile Equipment Repairer (HMER) Inspectors held Wage Grade 10 (WG-10) billets in some areas and Wage Grade 8 (WG-08) billets in others. In order to standardize these grades and positions USARC-wide, as well as update position descriptions (PDs) and provide upward mobility for maintenance personnel, the Senior Maintenance Management Specialist (SMMS), Mr. Steve Jacobson, led the other RSCs in a collaborative effort to create a standard set of Position Descriptions (PDs) unique to AMSA and ECS shops. This effort resulted in the Civilian Personnel Advisory Center (CPAC) creating special PDs exclusively for the Army Reserve's maintenance personnel and the implementation of long-overdue reforms that benefited USARC and the maintenance personnel alike. DOL Maintenance personnel now will be paid at equal rates for equal work performed. Some like positions were coded at increasing pay grades to allow for career progression (HMER mechanics now can progress from WG-08 to WG-09). USARC will be able to rate and train AMSA and ECS personnel in an equivalent fashion nationwide in lieu of the multiple different interpretations of the system that existed previously.

### ➤ **AAME and CSASEA Award winners**

88th RSC DOL mandates that shop-level organizations participate in the Army Award for Maintenance Excellence (AAME) and the Chief of Staff Army Supply Excellence Award (CSASEA) programs. These programs are judged based upon a known set of criteria. Following these criteria through implementing the required programs and following the required practices ensures that a shop is operating as it should. 88th RSC DOL's personnel have internalized these proven methods and best practices and have earned USARC-level recognition for excellence as a result. Those shops earning awards during 2011 are as follows:

- Army Award for Maintenance Excellence (AAME)
- USARC-Level Winner: AMSA 101, St. Joseph, MN
- USARC-Level Runner-Up: AMSA 57, New Century, KS
- Chief of Staff Army Supply Excellence Award (CSASEA)
- USARC-Level Winner: AMSA 39, Topeka, KS

### ➤ **Implemented Hands-On Training (HOT) Mission**

In 2011, 88th RSC DOL chartered and instituted a Hands-On Training (HOT) Mission program at the Fort McCoy, WI and Ogden, UT Centers of Excellence (CoE) and throughout the 88th RSC AOR to provide maintenance training on new equipment and procedures and to provide maintenance sustainment training on equipment currently in use. Training through this program is open to both Soldiers and DOL maintenance employees. This training can take the form of formal Army Training Requirements and Resources System (ATRRS)-scheduled classes at the CoEs or more informal pairings of Solder-maintainers with expert DOL employees at any 88th RSC ECS or AMSA facility.

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HOT Mission Field-Level Maintenance courses are available for eleven different pieces of equipment as well as for automotive refrigeration systems. CoEs also offer a wheeled vehicle recovery course. HOT Training with DOL employees at ECS & AMSA facilities is applicable to Soldiers holding fifteen different logistics branch MOSs.

During 2011, 157 students conducted HOT Mission training with full-time DOL mechanics at various ECS/AMSA locations. The Fort McCoy CoE trained 52 Soldiers and 376 DOL employees in classes hosted there. In post-training surveys, students evaluated the training at an average score of 4.82 on a 5-point scale.

### ➤ **Equipment Transition Site (ETS) Operations**

ETSs at Fort McCoy, WI and Ogden, UT contain New Equipment Fielding Facilities (NEFF) where units go to receive new equipment and obtain operator training on that equipment as well as Supply Recovery and Salvage (SRS) sites where units can turn in their older equipment.

The NEFF fielded numerous types of equipment, to include vehicles, weapons, engineer equipment, material handling equipment and quartermaster equipment. The Fort McCoy SRS site took in and processed over 500 large end items turned in by units and over 1500 small items of all different Line Item Numbers (LIN) numbers over the past year. Examples of the equipment turned in were vehicles, generators, tents, and tools.

### ➤ **Established Medical ECS / Medical Maintenance HOT Mission**

88th RSC established a Medical Equipment Concentration Site (MECS) at Ogden, UT, specifically to maintain and calibrate Army Reserve medical equipment. Medical equipment requires scheduled maintenance and calibration in order to operate correctly, and this maintenance must be done by skilled technicians. Establishment of the MECS means that these services can now be performed by the Army Reserve “in house”. Additionally, the Medical Maintenance HOT Mission allows Army Reserve medical equipment technicians (MOS 68A and 68J) to obtain sustainment training in their field, working alongside the full-time subject matter experts to perform maintenance on the Army Reserve’s medical equipment that would otherwise need to be contracted out. The medical maintenance HOT Mission also offers sustainment training to MOS 92A automated stock record clerks who keep track of medical equipment. Some examples of the medical equipment the MECs works on are electrocardiogram (EKG) machines, blood pressure monitors, and intravenous drip medicine dispensers.

### ➤ **DOL Budget Execution**

2011 DOL budget execution included expending \$51,096,718 in Operations and Maintenance, Army Reserve (OMAR) funds on ECS & AMSA operations. \$4,443,778 was expended in Base Operations funds, known as QLOG (Not an acronym - that is the name) funds, paying for General Services Administration (GSA) vehicles, Army Reserve center kitchen equipment and other sorts of funding spent on Reserve center facilities. \$119,057 in Reserve Personnel Accounts (RPA) funds paid for Reserve personnel orders in support of DOL Operations. \$267,780 in Procurement funds went to UNICOR for Reserve center furnishings. UNICOR is the name of the company that the federal government must purchase office furniture from - it is not an acronym. Total DOL CY 2011 budget expenditure totaled \$55,927,333.

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### ➤ **Historical Military Vehicles Displayed at 88th RSC Headquarters Building 60**

The 88th RSC Commander, MG Lesniak, selected two vehicles from the 88th RSC historical vehicle collection at Fort Snelling to display in front of the headquarters facility at Fort McCoy, WI. The two vehicles selected were a M41 Walker (Bulldog) tank and a M110A2 self-propelled 8-inch howitzer. The vehicles were trucked to Fort McCoy by AMSA 22 shop personnel from Minnesota on 11 August 2011. The vehicles were further prepared for permanent display at ECS 67 and the Installation Materiel Maintenance Activity (IMMA), Fort McCoy. The M110A2 howitzer was repainted in woodland camouflage at IMMA. Once reinforced concrete pads were constructed on either side of the Headquarters entrance to permanently display the equipment, a crew from ECS 67 emplaced the prepared vehicles.

### **Source Documents**

- 15 DEC 2011 FLW Tornado IPR.pptx
- 2011 ETS HISTORY.docx
- 88th HOT Charter.docx
- 88th RSC HOT Brochure 3.pptx
- 88th RSC Medical Hands.docx
- CG's Priorities.docx
- CG's RSC Data Call DEC 11.pptx
- CY 11 DOL Budget Totals.xlsx
- DOL 88th RSC Mission Briefing (2011).pptx
- DOL Input RSC Call Dec 11.pptx
- DOL NEFF F7 FIELDING TO DATE.xlsx
- DOL UPDATE CG Staff Call (main) 24 May 11
- Facilities UMS Regions and PBT Regions as of 21 June 2011.pptx
- Hot Info Slides.pptx
- Management\_DOL\_SES for Slide.jpg
- 88th RSC Medical Maintenance Initiative.pptx
- RE Historical Armored Vehicles @ Bldg 60.email
- HOT Training Opportunities.docx

### **Reference Files**

- AR 30-22, The Army Food Program, 10 May 05.
- AR 700-142, Type Classification, Materiel Release, Fielding, and Transfer, Rapid Action Revision (RAR) Issue Date: 16 Oct 2008.
- AR 735-5, Policies and Procedures for Property Accountability, 28 Feb 05.
- AR 750-1, Army Materiel Maintenance Policy, 20 Sep 07.

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### DIRECTORATE OF PLANS AND TRAINING (DPT)

#### Executive Summary

During CY 2011, the DPT continued to establish policies and procedures, with emphasis on training metrics and readiness support for ongoing contingency operations. DPT provided 'Best in Class' training support, as outlined in the Commanding General's (CG) vision statement, for all 88th RSC Soldiers, civilians, and subordinate units. DPT ensured that the units under the 88th RSC understood the standards of excellence expected for success by involvement in the Yearly Training Brief (YTB), Organizational Inspection Program (OIP), and close coordination with full time support personnel, unit commanders, and USARC staff.

#### Mission and Organization

##### **Mission**

Provide training management and execution for the 88th RSC. Provide direct training management support to subordinate units. Provide direct training support to supported units for facilities, training areas, and training ammunition management within the 88th RSC's AOR.

##### **Organization**

The DPT is organized into a two-man Training Division and a one-man Budget Division. DPT has requested mobilized augmentation to support the Emergency Operations Center (EOC). The EOC is staffed by two mobilized Soldiers.

The Training Division is responsible for all individual and collective training for the 88th RSC which includes six Army Bands, Headquarters and Headquarters Company (HHC), civilians that work in the Headquarters, and over 1,000 Area Maintenance Support Activity (AMSA) and Equipment Concentration Site (ECS) civilian employees. The Training Division is also responsible for management of fifteen Local Training Areas (LTA) and training support to organizations within the 88th RSC AOR.

The Budget Division handles issues in close coordination with and support from the Resources Management Office (RMO).

##### **Personnel**

- **Office of the Director**
- Director Mr. Joe Pienezza: 5 September-31 December 2011
- Acting Director Mr. Brian Kane: 1 January-22 February 2011
- Acting Director LTC Jerry Betzler: 22 February-31 May 2011
- Acting Director LTC Randall Miller: 31 May-5 September 2011
  
- **Training Division**
- Staff Training Specialist Mr. James Davis: 1 January-1 March 2011
- Training Ammunition Manager Mr. Adam Shultz: 1 January-31 December 2011

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- **Budget Division**
- Budget Analyst: Mr. Charles Hilt: 1 January-31 December 2011
  
- **Mobilized Personnel**
- EOC Officer LTC Jerry Betzler: 1 January-31 May 2011
- EOC Officer LTC Randall Miller: 1 January-31 December 2011
- EOC Officer LTC Andrew Kupser: 31 May-31 December 2011
  
- **COADOS Personnel**
- LTA Management: SSG Kyle Drube: 1 September-31 December 2011

### Significant Events and Operations

#### **Significant Events**

- DPT coordinated the Training Arbitration Panel (TRAP) and The Army Centralized Individual Training System (TACITS) input for school quota requests in order to ensure that Soldiers and civilians in the 88th RSC were enrolled in the proper schools and training programs in order to be trained and qualified to accomplish their missions. The TRAP requested school quotas for Fiscal Year (FY) 2012, and TACITS requested quotas for FY 2014 and FY 2015.
  
- DPT maintained the Total Army Management Information System (TAMIS) and ensured all subordinate units were able to request ammunition and conduct range operations in CY 2011.

#### **Operations**

- The DPT monitored the situation and coordinated with other agencies and organizations in response to the Tornado at Fort Leonard Wood, MO and the flooding along the Missouri River in Iowa, North Dakota, and South Dakota including the relocation of equipment affected by flooding to safe locations.
  
- The DPT worked on the development of multiple Standing Operating Procedures (SOPs) during CY 2011. The SOPs were the Operations Security (OPSEC) SOP, the Kingsbury Local Training Area (LTA) SOP, and the Government Purchase Card (GPC) SOP.
  
- DPT focused on six metrics for the Army Community of Excellence (ACOE). These measurable criteria focused on the training-related mission of DPT. The 88th RSC met or exceeded the USARC standard or the USARC average in all categories, and was rated best among all the RSCs in every category achieving the CG's vision of 'Best in Class' in DPT services. Categories included Army Physical Fitness Test (APFT), Height and Weight, Weapons Qualification, Duty Military Occupational Specialty Qualification (DMOSQ), Officer Education System (OES), and Non-Commissioned Officer Education System (NCOES).
  
- DPT provided support to the six Army Bands under command and control of the 88th RSC. For example, DPT representatives attended the Army Band Leader Training (ABLT) conference and lobbied for changes to the established culture in Army Band management, to include the increased use of the chain of command for all Army Band matters. The Bands will report to the Directorate of Human Resources. Army Band Soldiers were also authorized the full 29 days of

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Annual Training (AT) so that they could continue to support the performance mission for the local community as well as other events. DPT representatives participated in the Yearly Training Brief (YTB), emphasizing the standards and procedures expected, as well as ensuring that the Army Bands planned training for the next Fiscal Year (FY 2012) / Training Year (TY 2012). DPT emphasized to the bands the need to use required training systems. For example, the Digital Training Management System (DTMS) for all training to include data feed to RLAS for height and weight and APFT as well as TAMIS for ammunition.

- DPT coordinated efforts to augment staff shortages within the 88th RSC related to mobilization. The 88th RSC received approval for seven mobilization augmentees (MOBAUG): two for DPT, two for the Surgeon's office, one for the Directorate of Emergency Services (DES), and two for the Chaplain's section.
- With close coordination and cooperation with the Directorate of Public Works (DPW) and Plans, Analysis and Integration (PAI), DPT supported the Installation Status Report – Natural Infrastructure (ISR-NI) and Installation Status Report – Services (ISR-S) programs. Provided input for Local Training Area (LTA) usage and proximity to USAR units in the 88th RSC AOR.
- DPT also supported mobilization efforts by accepting the mission to process individual mobilization packets via Department of the Army Mobilization Processing System (DAMPS) for Soldiers from within the 88th RSC and for Soldiers mobilizing in support of the 88th RSC and its Soldier Readiness Processing (SRP) team.

### **Plans**

- The DPT monitored and attended various meetings in preparation for the Fort McCoy emergency response exercise Vigilant Triad II as part of the Contingency Operations Plan.
- The DPT updated the Continuity of Operations Plan (COOP). The COOP Working Group was utilized to create the updated COOP Plan. In December 2010 the 88th RSC conducted its initial COOP exercise, which focused on alert roster verification and recall operations. DPT followed up with a limited COOP exercise where representatives from every directorate relocated to building 50.
- The DPT reinstated the Organizational Inspection Plan (OIP) Working Group to de-conflict inspection schedules for all 88th RSC facilities and supported units.
- DPT maintained Secure Interface Protocol (SIPR) accounts for the RSC. This included coordinating with Fort McCoy staff for equipment, wiring, and permissions. DPT led the effort to establish an organizational SIPR account and SOP, as well as the individual SIPR accounts for select personnel.

### **Training**

- DPT began to develop processes to request and track LTA Management. In coordination with Directorate of Public Works (DPW) Environmental Branch, DPT has developed a request process in which supported units can reserve the use of the LTAs. DPT has also begun developing an SOP for the LTAs that will cover what training can be conducted on each LTA,

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and any safety and environmental considerations for all LTAs. Master Plans are also under development for LTAs. Additionally, DPT hosted Range Facility Management and Support System (RFMSS) training and imputed all LTAs into the system. RFMSS is now operational and DPT is collecting data on LTA usage.

➤ DPT coordinated a Mobile Training Team (MTT) to train DPT, HHC, and the bands on the use of the DTMS to track mandatory training, height and weight, and APFT statistics.

### **Source Documents**

- 88th RSC OPSEC SOP
- 88th RSC Training Government Purchase Card SOP
- 88th RSC School Management MOI
- 88th RSC CTG 11-14: Command Training Guidance (CTG) developed prior so all personnel are aware of their training requirements
- 88th RSC OPERATIONS ORDER 10-01 (Commander's Critical Information Requirements (CCIR)/Serious Incident Report (SIR) Reporting Requirements): used to implement CCIR and reporting requirements
- OPERATION ORDER 10-129 (Army Reserve (AR) Implementation of Digital Training Management System (DTMS): implementation order for the use of DTMS)
- OPERATION ORDER 10-157 (Implementation of the Automated Message Handling System (AMHS): implementation order for the use of AMHS)
- USARC CTG 11-14: establishes specific training requirements as directed by higher headquarters

### **Reference Files**

- AR 530-1, Operations Security (OPSEC), 19 April 2007
- AR 25-2, Information Assurance, 24 October 2007
- AR 350-1, Army Training and Leader Development, 18 December 2009

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### DIRECTORATE OF PUBLIC WORKS (DPW)

#### Executive Summary

The 88th Regional Support Command (RSC) DPW provided Base Operation Services (BOS) for all reserve Soldiers and facilities throughout the 88th RSC region in CY 2011. The 88th RSC DPW services over 400 Facilities, 16.3 million square feet of facility space on 11,000 square acres of land, across 19-states servicing over 53,800 Soldiers. The primary focus was to provide 'Best in Class' customer service to the 603 units, complete Base Realignment and Closure (BRAC) projects, execute a comprehensive Real Property Inventory (RPI), and convert from legacy financial systems to the General Fund Business Enterprise System (GFEBS).

#### Mission and Organization

##### **Mission**

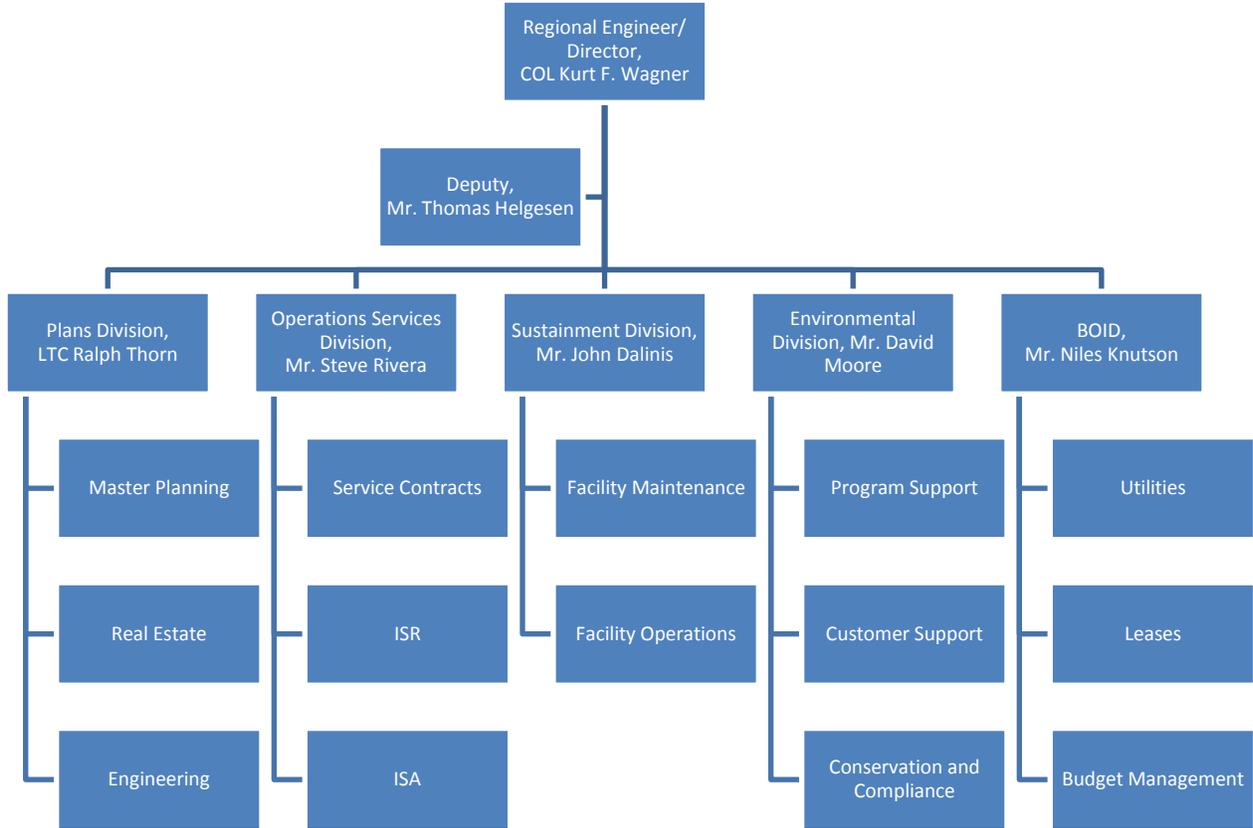
The 88th RSC DPW is a regionally aligned organization focused on providing seamless, efficient, and timely Facility Operations, Real Property Management, Engineering and Environmental support for all facilities and real property within the RSC's AOR in support of Army Reserve Soldiers, Civilians, Family members and unit training, administration, and readiness operations.

##### **Organization**

The 88th RSC DPW is organized into five functional divisions with the following primary areas of responsibility:

- **Plans Division** - Master Planning, Engineering, Acquisition Management and Disposals, Real Estate, and Capital Improvement Project Management.
- **Operations Services Division** – Work Management, Maintenance and Repair, Quality Control, and Contract oversight.
- **Sustainment Division** – Municipal and Service contracts, Installation Status Report (ISR), Inter-Service Support Agreements (ISSA).
- **Environmental Division** – Environmental Assessments, Sustainment, Compliance, and Training.
- **Business Operations and Integration Division (BOID)** – Utility, Lease, and Contract funding, Budget Planning, Fund Transfers, Purchase Card Management.

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**Key Personnel**

- Director, Public Works
- Deputy Director, Public Works
- Sustainment Division Chief
- Operations Services Division Chief
- Plans Division Chief
- Environmental Division Chief
- Business Operations and Integration Division Chief

COL Kurt F. Wagner  
Mr. Thomas G. Helgeson  
Mr. John Dalinis  
Mr. Stephen Rivera  
LTC Ralph Thorn  
Mr. David Moore  
Mr. Niles Knutson

**Significant Events and Operations**

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- Provided 'Best in Class' customer service across the 88th RSC 19-state region receiving a 4.59 out of 5 Interactive Customer Evaluation (ICE) rating from our customers we serviced.
- Processed over 5,400 Customer Support System (CSS) tickets, completing 84.5% of those tickets within a 60 day period.
- The DPW completed the remaining 59 of 77 BRAC actions associated with the 2005 BRAC Law in CY 2011: construction of 32 new facilities, 4 facility realignments, and closure of 41 existing facilities. In CY 2011 the 88th DPW completed construction and accepted 23 new facilities, completed one realignment move, and closed 35 facilities.
- Executed to standard the congressionally mandated RPI generating over 5,184 asset folders. Photographed and surveyed all real property, validated all required data and documents, and documented missing data with attestation letters.
- Non-BRAC related Military Construction (MILCON) projects comprised a significant portion of our workload in 2011. In CY 2011 we completed one 2008 project, five 2009 projects, and two 2010 projects. Construction continued for another three FY 2010 projects and we started construction on four FY 2011 projects. In addition, we completed the design for seven FY 2012 MILCON projects and one Unspecified Minor Military Construction Army Reserve (UMMCAR) project.
- Executed over 100 percent of our annual programmed budget for FY2011 resulting in receiving an additional ten million dollars in September. Executed a total budget of \$89.4 million.

### Plans Division

#### **Mission and Organization**

For the CY 2011, the plans division, consisting of a staff of twenty-three military, government, and contractor personnel, was involved in the planning, designing, and funding initiatives for over 68 MILCON construction projects covering years FY 2008-FY 2017 throughout the 88th RSC AOR.

**The Plans Division provides the following services:** Master Planning, Engineering, Acquisition Management and Disposals, Real Estate, and Capital Improvement Project Management.

#### **Key Personnel**

- |                        |                    |
|------------------------|--------------------|
| ➤ Chief of Plans (DPW) | LTC Ralph Thorn    |
| ➤ Plans Staff Officer  | CPT Omari Robinson |
| ➤ Master Planner       | Mr. Mark Lewis     |
| ➤ Plans Staff Officer  | CPT Levi Rognholt  |
| ➤ Planner              | Mr. Bud Berendes   |
| ➤ General Engineer     | Mr. Scott Naeseth  |
| ➤ General Engineer     | Mr. John Gibson    |
| ➤ General Engineer     | Mr. Billy Hayman   |

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- |  |                      |
|--|----------------------|
| ➤ Engineer Tech  | Mr. Howard Dahlby    |
| ➤ Engineer Tech  | Mr. Darrell Chambers |
| ➤ Planner  | Mr. Mark Flummerfelt |
| ➤ Real Estate Specialist   | Mr. Gene Harlan      |
| ➤ Real Estate Specialist   | Mr. Kevin Brown      |
| ➤ Real Estate Specialist   | Mr. Byron Nelson     |
| ➤ Real Estate Specialist   | Mr. Mike Guenther    |
| ➤ detailed to Ops  | SFC John Bittner     |
| ➤ Army Stationing and Installation Plan (ASIP) and <u>Real Property Planning and Analysis System (RPLANS) Specialist</u> | Mr. David Hermsen    |
| ➤ Integrated Facilities System (IFS) Contractor  | Ms. Becky Richardson |
| ➤ RPI Contractor   | Ms. Debbie Bailey    |
| ➤ Real Estate Specialist   | Mr. Earl Greenwood   |
| ➤ RPI Contractor   | Ms. Jamie Long       |
| ➤ RPI Contractor   | Ms. Shala Haworth    |
| ➤ Real Estate Contractor   | Ms. Donna Mayo       |
| ➤ Drilling Reservist   | CW4 Robert Gunderson |
| ➤ BRAC Specialist  | Mr. Herb Dannenberg  |
| ➤ ENBOSS Contractor  | Mr. Jeff Ebert       |
| ➤ Detailed to ops  | Mr. Don Warnke       |

### Significant Events and Operations

- The primary focus for the Plans Division in FY2011 was the completion of 32 BRAC mandated projects and preparation for the disposal of 41 BRAC sites, conversion of Real Property data from the IFS to GFEBs and execution of the RPI.
- MILCON constituted the single largest enterprise, which the Plans Division was involved with. In CY 2011 the Division completed three FY 2008 projects, 16 FY 2009 projects and 11 FY 2010 projects. Construction continued for another 3 FY 2010 projects and oversaw the start of construction for four FY 2011 projects. In addition, The Plans Division completed the design for 7 FY 2012 projects.
- The Real Property Inventory (RPI) was completed in December 2011. In February of 2011, the 88th RSC DPW was directed by Office of the Secretary of Defense through the Army Reserve Installation Management Directorate (ARIMD) to conduct a 100 percent inventory of all real property assets in order to meet the requirements of the Chief Financial Officer's Act of 1990 and Executive Order 13327 "Federal Real Property Asset Management for all Federal Agencies", dated February 2004. This tasking applied to all agencies within the Department of Defense (DOD).
- The mission for the Real Property Audit Team was to have 100 percent of the 88th RSC facilities inventoried, documented, screened, reviewed and consolidated with real estate historical files into the RPI audit files by 30 January 2012. The Real Property Audit Team (RPAT) was expected to inventory all facilities, document all assets at those facilities using maps and pictures, gather all real estate documents, review them, consolidate them and update the database of record for all locations and update any additional assets discovered. The RPI

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involved approximately 65,000 steps for 5,148 real property assets at 295 geographical locations in the 88th RSC AOR. The team was under the control and direction of Mike Guenther. Earl Greenwood, and Becky Richardson were the principal assistants to Mr. Guenther. The remainder of the team: Debbie Bailey – Files review and tracking progress status, Shala Haworth – Files review and reconciliation, Jamie Long – Coordination with Assistant Facilities Operations Specialist (AFOS) for missing field documentation and files review, Katie Opper – Administrative Changes to IFS, drafting DD 1354's for Found on Post and files review, Donna Mayo – IFS / GFEBBS input and Byron Nelson – IFS / GFEBBS input.

The following individual steps were required at each location:

1. Create new asset file shell.
2. Generate IFS screenshots and add to asset folder.
3. Print Photos and add to asset folder.
4. New asset folder assembly complete.
5. Audit Folder- Identify and summarize missing data.
6. Research missing data.
7. Field validation-site visit complete.
8. Secure all on site information, assemble and prepare it for input into the database of record.
9. Complete new asset folder.
10. Prepare and input data into IFS.
11. Reprint IFS data from the database and add hard copies of the information into the asset folder for follow on audits.

➤ The DPW Real Estate Section completed the inventory and review for 100 percent of facilities in the 88th RSC AOR, and have ordered all missing documentation through the Corps of Engineers. Over 5,148 assets have been inventoried, mapped, documented, filed, reviewed and updated in the database of record. This number includes approximately 650 Found on Site assets that were found, documented, and added to our inventory. Assets are any real property or fixtures that add value to the property.

➤ Organization, attention to detail, and outstanding leadership were critical to mission success, and this team met and exceeded all of these requirements. They developed a methodical work process to accomplish this immense task and then applied limitless energy and optimism in achieving the mission goal.

➤ LTC Ralph Thorn and Mr. Mark Lewis conducted a Real Property Planning Board (RPPB) in two separate phases to incorporate ongoing and planned actions and projects into an RSC Master Plan. Significant efforts to coordinate with Assistant Chief of Staff, Installation Management – Operations Directorate Reserve (ACSIM-ODR) were executed to build not only an RSC Master Plan, but to imbed the RSC Plan into a United States Army Reserve Command (USARC) DPW wide master planning system. This RPPB allowed the DPW to identify the scope of the long range work requirement for the organization, and enabled the development of the FY 2011 project list and project submissions to the Construction Requirements Review Committee (CRRC) Board. The Cleveland Metroplex study was completed in FY 2011 and provided DPW with a master plan for the Cleveland area to execute over the next 20 years.

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➤ The Plans Division continued to refine the 88th RSC DPW website to improve operations, capture existing information, and share information with OFTS commands and both Facility Managers and Coordinators for all 332 facilities located throughout 88th RSC AOR. This included a project tracker and facility/unit tracker.

➤ MG Lesniak reviewed and approved the 88th RSC Real Property Master Plan in December 2011. This plan provides the direction of the 88th RSC construction program for the short (5 year) and long (5-20 year) term.

### **Sustainment Division**

#### **Mission**

The Sustainment Division is responsible for the management of over 16 million square feet of facility space spread in 332 facilities. During CY 2011, the Division received re-approval for thirty-two contracted support positions. Of these contracted positions, twenty-seven are aFOS; and five are contracted Headquarters (HQ) support personnel. The DPW Sustainment Division continued thru CY 2011 with the formulation of operating procedures and the execution management of all Subject Advisory Group (SAG) 132 responsibilities required for the entire facility inventory.

#### **Organization**

Sustainment Division consists of Work Management, Maintenance and Repair, Quality Control, and Contract Oversight.

#### **Key Personnel**

- |  |                       |
|--|-----------------------|
| ➤ Chief of Facility Sustainment Branch | Mr. John Dalinis      |
| ➤ Engineer Technician                  | Mr. Jeff Borden       |
| ➤ Engineer Technician                  | Mr. Jack Babon        |
| ➤ Engineer Technician                  | Mr. Don Warnke        |
| ➤ Work Center Manager                  | Mr. Dan Breitsprecher |
| ➤ Quality Assurance Representative     | Mr. Darrell Chambers  |
| ➤ Work Center Clerk                    | Ms. Jane Schill       |
| ➤ NEPA Documentation Processor         | Ms. Melanie Schaller  |
| ➤ Engineer Technician                  | Mr. Andy Neubauer     |
| ➤ Engineer Technician                  | Mr. David James       |

#### **Significant Events and Operations**

➤ The 88th RSC DPW Sustainment Division has completed its first full post-transition year. The Division has successfully set up facility maintenance operations for the entire inventory and commenced with capturing new facility requirements and necessary upgrades. Due to an aging infrastructure, a significant amount of effort was invested in emergency boiler and air conditioning replacement projects. The Division was also involved with new requirements, including Secret Internet Protocol Router Network (SIPRNET) Café's, Furniture Upgrade Program, Cemeteries, Local Training Areas (LTA) Operations, and Soldier Readiness Processing Centers (SPRCs).

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- Supported the Customer Focus Conference of 8-10 April, 2011.
- Published the 88th RSC PAM 420-1, Facility Management Procedures.
- Published the DPW Internal Government Purchase Card (GPC) Standard Operating Procedure (SOP).
- Restructured the Customer Service Support (CSS) program to include updated facility information, point to point internal DPW distribution and an automated query type reporting system.
- Restructured the OPS Division into two distinct Divisions: Operations Services Division, which follows SAG 131 execution guidelines, and the Sustainment Division, which follows SAG 132 execution guidelines.

### **Operations Services Division**

#### **Mission and Organization**

Services Division consists of Municipal and Service contracts, Installation Status Report (ISR), and Inter-Service Support Agreement (ISSA).

#### **Key Personnel**

- |                                     |                           |
|-------------------------------------|---------------------------|
| ➤ Chief of Operations               | Mr. Stephen Rivera        |
| ➤ Engineer Technician               | Mr. Bill Jones            |
| ➤ Operations Program Analyst        | Ms. Leanne Byrum          |
| ➤ Operations Program                | Analyst Mr. Brian Kapanke |
| ➤ Operations Program Analyst        | <i>Vacant GS Position</i> |
| ➤ Budget Analyst                    | Ms. Katie Opper           |
| ➤ ISR Program Manager               | Mr. Scott Stanger         |
| ➤ Program Management                | Ms. Katie Tighe           |
| ➤ <i>Vacant Contractor Position</i> |                           |

#### **Significant Events and Operations**

- Responsible for the acquisition, administration, and management of approximately 400 Service Contracts, to include custodial, grounds maintenance, refuse, and snow removal in order to support and maintain facility operations, infrastructure, and appearance throughout the 19-state region. Service Contracts total approximately \$14M in SAG 131 funds.
- Support the collection and input of DPW ISR-I data, which is utilize to best assess the quantity, quality, and the ability to support the current missions of all 88th RSC facilities.
- Support the collection of DPW ISR-S data, which covers Infrastructure and Natural Infrastructure data to support the evaluation of the quality and report the cost of the base support services provided within the 88th RSC region.

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- Review and validate the requirement of ISSAs in the 88th RSC to ensure that funds owed to the 88th RSC by tenants are accurately captured, and in turn ensure that funds provided to host installations are fair and reasonable.
- Responsible for the payment and management of Utilities in 88th RSC owned facilities.
- Coordinate funds de-obligation and close-out to complete the physical, financial, and contractual life-cycle for all service contracts.
- Develop the Program Management Plans (PMP) to streamline, document, assign accountability, and incorporate internal controls to better allow DPW Operations Division to operate in a more efficient manner in order to better serve 88th RSC facilities.

### Environmental Division

#### **Mission and Organization**

Assist Army Reserve facilities to support the Army Reserve's Mission, Vision, and Goals and sustain force readiness – provide equitable Environmental services, optimize resources, sustain the environment, and enhance the well-being of Soldiers, Civilians, and their Family members. Leading Change for Facility Excellence.

#### **Key Personnel**

- |   |                          |
|---|--------------------------|
| ➤ Chief Environmental Division                          | Mr. Dave Moore           |
| ➤ Conservation Manager                                  | Ms. Melani Tescher       |
| ➤ Compliance Manager                                    | Mr. James Hessel         |
| ➤ Water   | Mr. David Torgersen      |
| ➤ Water   | Mr. Craig Peters         |
| ➤ NEPA/BRAC Environmental Coordinator (BEC)             | Ms. Lisa Gulbranson      |
| ➤ Resources/Cultural                                    | Ms. Carrie Schafer       |
| ➤ Resources   | Ms. Christine Lesniewski |
| ➤ EPAS  | Mr. Tim Gelhaus          |
| ➤ Toxic Substances Control Act (TSCA)/NEPA              | Ms. Jean Dietz           |
| ➤ Local Training Areas (LTA)s                           | Mr. Christopher Berens   |
| ➤ Water/HW/Spill Plans                                  | Mr. Martin Pansch        |
| ➤ Cult Resources/BEC                                    | Ms. Meline Skeldon       |
| ➤ HW  | Mr. Tony Bridges         |
| ➤ Natural Resources                                     | Mr. Marshal Braman       |
| ➤ Natural Resources/LTAs                                | Mr. Randy Berry          |
| ➤ Restoration/NEPA                                      | Mr. Barry McFarland      |
| ➤ RFMS/Data Migration                                   | Mr. Michael Herman       |
| ➤ Environmental Trainer                                 | Mr. Paul Bacon           |
| ➤ IN/OH Area Environmental Protection Specialist (aEPS) | Ms. Andrea Pawlik        |
| ➤ MN/ND/SD/WI aEPS                                      | Mr. Steven Bragg         |
| ➤ WI/IL/IA aEPS   | Mr. Kevin Devenport      |
| ➤ MI/IL aEPS/Training                                   | Mr. Eric Johnson         |
| ➤ OH aEPS   | Ms. Michele Holtom       |

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- KS aEPS
- IL/MO aEPS
- IA/NE/SD aEPS
- CO/WY/MT aEPS/Training
- WA/OR/ID aEPS
- UT/ID Aeps

Mr. Jeff DuTeau  
Mr. James Brown  
Mr. Eric Fritzsch  
Mr. Richard McKissock  
Mr. Scott Salmon  
Mr. Ed Tyner

### **Significant Events and Operations**

➤ The 88th RSC Environmental Division, consisting of three full-time staff and twenty-eight Contract Manpower Equivalents (CMEs), executed \$6.9 million in the environmental Management Decision Package (MDEP) Environmental Quality (VENQ) funding and \$2,000,000 in the Management decision Package of Energy, Public Works and Municipal Activities (QDPW) and Facility Sustainment, Restoration, and Modernization (QRPA) non-environmental funding for at total of \$8,900,000 in CY 2011. Approximately \$2.4 million in the Defense Environmental Restoration Account Defense Environmental Restoration Act (DERA) funds were executed and managed for the 88th RSC restoration program. Over 100 projects were executed. The ability to execute these contracts required the entire annual project work plan obtaining Contract Activity Support Office (CASO) approval. The division also managed over 73 regulatory permits requirements with federal, state, and local agencies required for operation of facilities within the 88th RSC AOR.

➤ The 88th RSC Environmental Division's Environmental Performance Assessment System (EPAS) Program completed an entire calendar year utilizing the in house EPAS SharePoint website. Through use of this web-driven program, the program manager and area environmental protection specialists completed and documented 1,019 environmental compliance assessments and staff assistance visits in CY 2011; a 21 percent increase from CY 2010 report of 809. As part of those assessments and visits, 241 facilities successfully closed all of their previous environmental findings through the Installation Corrective Action Plan (ICAP) reporting process. This achievement reported an increase of 12percent from last year's report. Other achievements included publishing of the EPAS Program Guidance; Policy #12-07, process flow chart for "cradle to grave" EPAS assessments and better communication with our customers and facility POCs, pertaining to EPAS assessment reports and ICAP status. Improvement has been observed and documented as a result of the sustainment work put into the EPAS program and website and diligence of the area Environmental Protection Specialists (aEPS) and EPAS Program Manager (PM).

➤ The 88th RSC Environmental Division instructed 2,271 students in CY 2011, whose daily activities have the potential to adversely impact the environment. The Environmental Division achieved this by providing 108 environmental training classes (17 Initial, 58 Refresher, 14 Environmental Compliance Officer (ECO), 13 Reserve and six Vessel Oil Spill Response (VOSR)-related), throughout the 88th RSC AOR. In addition, environmental training course registration and information was provided via Army Learning Management System (ALMS) for the first time. To improve environmental awareness throughout the 88th RSC, the Environmental Division also published three Environmental Quarterly Newsletters, produced two training videos (one each on Hazardous Material Hazardous Waste (HM/HW) labeling and

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storm water/wash rack management) and developed a user-friendly pamphlet for handling environmental inspections at facilities.

- The Environmental Division completed National Environmental Protection Act (NEPA), (Environmental Assessments and Finding of No Significant Impact) reviews on eight proposed actions within the 88th RSC. The proposed actions were the result of BRAC 2005, Grow-the-Army (GTA), and Military Construction-Army Reserve (MCAR) initiatives. Also, the Division completed 363 Record Environmental Consideration (RECs) supporting facility repair, unit stationing, renovations, minor construction, demolition, and real estate actions.
- The Environmental Division provided continued support for the environmental review and preparation of the environmental documentation to support the closure of 38 facilities under BRAC 2005, 17 non-BRAC disposal actions, 17 Environmental Condition of Property Update (ECP Update) reports, and three Finding of Suitability to Transfer (FOSTs) were finalized in support of BRAC closures and non-BRAC disposal actions.
- An electronic REC application called NEPA Manager was configured and was launched by the Environmental Division in February 2011. All maintenance and construction RECs are now routed through this system to produce an electronic product. Proponents of the action are given an opportunity to review and provide input on RECs. Signatures are obtained from the Environmental staff person completing the REC, the proponent of the action and an Environmental Government representative. The completed REC is attached to the CSS ticket for the action. The Environmental Division staff reviewed 5,584 CSS tickets (i.e. proposed actions).
- The 88th RSC implemented its Regional Facility Management System (RFMS) in DPW, which is the organization initiative conforming to Executive Order 13423, DOD, Army requirements and the ISO 14001 International Standard. A Cross-Functional Team was identified supporting the implementation, identification of significant aspects, development of action plans, and the setting of goals and objectives. In August 2011 an audit was conducted with zero major, nine minor, and five observations identified.
- The Environmental Division assisted with several information management processes in CY 2011. To date, all existing electronic facility drawings for the states of ID, IL, IN, MI, MN, OH, OR, WA, and WI were named. Six information management support visits were conducted to Environmental Offices. Environmental documentation was scanned for the states of OH, IL, MI, MN, and MO.
- Another function of the Environmental Division is to conduct Cultural Resource Consultation (CRC) to support on-going maintenance and repair construction projects, BRAC/GTA constructions, real estate actions, and training. DPW environmental completed 129 tribal consultation memos with federally listed tribes, 30 state historic preservation officers and advisory council consultation memos, five archaeology surveys, five Historic Building Surveys, one Historic Building Management Plan, two Archaeological Resources Management Plans, and a Regional Archaeological Resource Curation Assessment. As a result of these completed consultations, there were no maintenance, repair, or construction delays. Also, to support congressional conveyance and disposal action, completed and/or supported three Memorandum

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of Agreements (MOA) with parties such as General Services Administration (GSA), State Historic Preservation Officers, and a Tribal College as required to mitigate the adverse effect of the disposal of historic properties out of federal ownership. Mitigation requirements in process include website development, brochure development, cultural resource documentation, completion of a Historic Building Management Plan, and completion and implementation of a Mothballing Treatment Plan to prevent degradation and vandalism. Educational posters for historic structures were also completed and three success story posters were submitted and presented in the CY 2011 DOD Sustaining Military Readiness Conference. The 88th RSC was the only Army Reserve installation represented at the conference.

➤ Conservation Branch: The Natural Resources staff completed 16 Section seven determinations and subsequent consultations with the US Fish and Wildlife Service, to maintain compliance with the Endangered Species Act, on proposed new projects and property transfers, within the 88th RSC AOR. The staff also conducted field surveys on six facilities for listed species, which included the mist net capture of 15 Endangered Indiana Bats at Weldon Spring Training Area (TA) in Missouri. These captures resulted in extensive coordination with the US Fish Wildlife Service under the Endangered Species Act (ESA), and creation of an Endangered Species Management Component for Weldon Spring TA. A five year update of the Endangered Species Management Component for Pier 23, Tacoma, WA, in the Puget Sound was completed. The staff participated in numerous natural resource management activities, which support the CY 2011 updated Integrated Natural Resource Management Plan. Examples include: natural resource surveys, forest and inventories, management plans and implementation, invasive species management, and 128 wetland and stream delineations under the 404 Permit and Clean Water Act. The Conservation Branch is responsible for the coordination of federal and state permitting and mitigation monitoring at the 88th RSC facilities, including monitoring the 175 acre wetland mitigation and prairie restoration on Joliet Training Area (TA). For the first time for any RSC, the 88th RSC's use of Army Environmental Command forestry reimbursable program funding for a timber harvest at Kingsbury Local Training Area (LTA), resulted in training area improvements with no budgetary expenditures. Plans were developed and coordinated in CY 2011, utilizing 955th Engineer Company troop labor, to conduct tree removal on over 10 acres for the CY 2012 planned MCAR at Weldon Spring TA to avoid potential Indiana Bat and Migratory Bird Treaty Act, conflicts during construction. Initiated native prairie plantings at four existing facilities in Kansas and one in South Dakota to reduce annual Operating and Maintenance costs, reduce runoff and erosion. Finalizing of xeriscape, low water use native landscape plans, for four facilities in Colorado and Utah. A total of 6,269 hunter days were recorded at Joliet LTA for the CY 2011 hunting season. As a result of these completed actions, there were no delays to maintenance, repair, BRAC transfers or construction.

➤ The Environmental Division is responsible for restoration of sites that do not meet the federal, state or local regulations or are potential safety issues for our units and personnel. The Environmental Division is in the process and/or have completed the following restoration sites in CY 2011:

### **Atchison Caves Storage Facility**

This former Defense Logistics Agency property is located just south of Atchison, Kansas. The USAR assumed ownership of the property in FY 2003. A closed landfill on the facility has a

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surface area of approximately 28,600 square feet with a depth of approximately 20 feet. The landfill was primarily used for the disposal of construction debris and the primary Contaminants of Concern (COC) are Volatile Organic Compounds (VOCs) in the groundwater.

In January 2000, an engineering evaluation/cost analysis was performed by the United States Army Corps of Engineers (USACE), Kansas City District (KCD), and an interim remedial action (IRA) consisting of soils removal and installation of a Resource Conservation and Recovery Act (RCRA) Subtitle D cap on the landfill was performed later that year. Currently there are no releases that require any further remediation; however, Long-Term Management (LTM) to include groundwater monitoring was part of the agreed remedy. Groundwater monitoring began in FY 2003 and will continue until FY 2032.

### **Charles Melvin Price Support Center**

The Charles Melvin Price Support Center (CMPSC) is located just west of Granite City, Illinois, along the east bank of the Mississippi River. The engineer depot was active from 1943 to 1971. In FY 2002, a 12-acre parcel of land (Parcel A) at CMPSC was placed under the jurisdiction of the 88th RSC. The former locomotive repair facility (Building 203), an inactive heating plant (Building 202), and a former gasoline station were included in the parcel.

In FY 2005, a Preliminary Assessment/Site Investigation (PA/SI) was conducted, and soil contamination was identified at the site. Contaminants include petroleum hydrocarbons, Semi-Volatile Organic Compounds (SVOCs), VOCs and metals. In FY 2009, a Remedial Investigation (RI) was initiated, and sampling data results indicated additional sampling to delineate the extent of contamination was necessary.

An Interim Removal Action (IRA) was performed in FY 2010, to address contaminated soils at the site, and additional monitoring wells were installed to monitor contaminated groundwater. The selected remedy for groundwater contamination is monitored natural attenuation. Perchloroethylene concentrations have decreased since FY 2009, and are below remediation goals.

A Remedial Investigation/Feasibility Study and Decision Document will be completed by March 2012, with Remedy-In-Place (RIP) status anticipated by 30 September 2012. Long-term monitoring at the site is anticipated through FY 2039. Land Use Controls (LUCs) at the site will consist of non-residential use and no-digging restrictions in areas of contaminated soils beneath existing buildings, and 5-year Reviews will begin in FY 2017 and continue as long as LUCs remain in effect.

### **St. Louis Ordnance Plant**

Located in north-central St. Louis, Missouri, the St. Louis Ordnance Plant (SLOP) operated from 1941 to 1945 as a small arms ammunition production facility. The USAR restoration site consists of 14.68 acres, a portion of SLOP known as the Hanley Area. The Hanley Area takes its name from Hanley Industries, Inc., which leased the property from 1959 to 1979.

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### **Operable Unit 1 (OU-1)**

In October 2001, a PA/SI was completed. Between FY 2005 and FY 2007, the Corps of Engineers Kansas City District conducted additional soil and groundwater sampling to delineate a groundwater contamination in the northeast corner of the property around Building 220. This study was completed in FY 2007, and it was determined that the contaminated groundwater extends off-site into a residential area north of the site. The final Remedial Investigation was completed in November of 2009, and the final Feasibility Study was completed in July of 2010. The draft final Decision Document and associated public meeting were completed in December of 2010. Surface soils, contaminated with metals and poly-chlorinated biphenyls (PCBs), will be removed, and a soil mixing operation will be conducted near Building 220 to eliminate the VOC source of groundwater contamination, at the north end, of the site.

OU-1 consists of contaminated soils and groundwater associated with the site, while OU-2 represents the potential vapor intrusion pathway. A separate operable unit was established in order to finalize the Decision Document for OU-1 and allow remedial measures to take place as soon as possible. OU-1 remedial actions will begin in February 2012 and be completed in September 2012. RIP/RC for OU-1 is anticipated in 2012, and long-term management will continue through at least FY 2021, with five-year reviews in FY 2017 and FY 2022.

### **Operable Unit 2 (OU-2)**

Contaminated groundwater has migrated off-site near the northeast corner of the property, and analytical data from sub-slab samples and indoor air samples taken in nearby residences during the OU-1 remediation project indicates that Vapor-Intrusion (VI) may be a concern. This project will provide funding to assess the potential for VI in residential properties adjacent to the site. Deliverables in FY 2012 will be the Project Management Plan and QA/QC Plan, with a Remedial Investigation awarded in FY 2013. It is not known at this time if additional remediation/mitigation measures will be required after the RI is completed.

### **Weldon Spring Training Area (WSTA)**

There are two active sites at the WSTA, located about 20 miles west of St. Louis, Missouri.

#### **WSTA-001**

Weldon Spring Ordnance Works (WSOW) is a 17,000 acre former explosives manufacturing plant, which was operational from 1941 through 1945. After declaring most of the site excess to its mission, the US Army retained the contaminated production area of approximately 1,655 acres, which now makes up the WSTA. Soils and groundwater at WSOW have been contaminated with nitro-aromatic compounds and lead. Fort Leonard Wood had been historically responsible for WSTA, but the property was transferred to the 89th Regional Readiness Command (RRC) in 2004.

In February 1990 WSTA was part of the WSOW and placed on the US Environmental Protection Agency (USEPA) National Priority List (NPL), of uncontrolled hazardous waste sites. The Army owns the WSTA and the US Department of Energy (DOE), Missouri Department of Conservation, Francis Howell School District and other entities now own portions of the former WSOW site.

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The location of WSOW chemical contaminants was refined and a Record-of-Decision (ROD) for Operable Unit 1 (OU1) was signed in CY 1996; an Explanation of Significant Differences (ESD) was signed in CY 2004. OU1 addressed contaminated soils and wooden pipelines associated with the former WSOW and groundwater is addressed as Operable Unit 2 (OU2) on a separate schedule. The areas identified as requiring remediation have been fully remediated according to the remediation goals identified in the OU1 ROD.

OU2 was initiated as a joint effort with the DOE and an RI was completed as part of the joint effort. Subsequently, a supplemental FS and Proposed Plan (PP) were developed by the KCD for OU2. In September of CY2004 the ROD for OU2 was signed. The selected remedy was Monitored Natural Attenuation (MNA), with the collection of groundwater data to assess the effectiveness of the process. Five-year reviews are scheduled and address both OU1 and OU2. The next five-year review is scheduled for FY 2014.

The USACE KCD managed the remediation for the US Army under the Formerly Used Defense Sites (FUDS) program, but in FY 2005 the funding source changed from FUDS to the Installation Restoration Program (IRP), and now the remediation of OU2 is being performed under the IRP.

### **WSTA-002**

Building S-28 was a locomotive repair house and fueling point for diesel locomotives and vehicles. Six Underground Storage Tanks (USTs) were located in a tank basin to the east of the building. Although the tanks were removed in the 1980s, no closure documentation exists. In CY 2006 personnel repairing a water line break detected suspected contamination near the site. Sampling conducted in CY 2007 confirmed the presence of residual contamination.

In September of 2009, Building S-28 was demolished, the gasoline product lines associated with the former fuel USTs east of the building were removed, and contaminated soils were encountered. The contaminated soils below Building S-28 have been included with the contaminated soils associated with the fuel lines as site WSTA-002. WSTA-001 is a National Priority List Site and has a Hazard Ranking System (HRS) score of 30.3. However, WSTA-002 is not part of the NPL Site. In FY 2010, additional delineation of the site was performed. In FY 2011, a site investigation was conducted at the site, and a Screening Risk Assessment (SRA) was completed. The Missouri Department Natural Resources reviewed the SRA and determined that contaminants of concern were below target values for industrial-use. Based on this determination no soils removal is required at the site. The 88th RSC will complete a Land Use Control Implementation Plan (LUCIP), verifying that the site will be utilized for industrial use only, and a Site Closure Documentation Report will be completed. A new USAR Center will be constructed at the site beginning in FY 2012.

### **1LT Charles L. Waples United States Army Reserve Center (USARC)**

The US government acquired this site located in Anderson, Indiana in CY 1957 for use as a USAR Training and Mobilization Center. Facility records indicate that a combat engineering company occupied the facility from the 1970s to about 1992. In CY 1992, this company was deactivated, and since that time, the facility has housed three other military companies that own little or no military equipment.

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A 6,000-gallon capacity heating oil UST, located adjacent to the administration building, is the source for contaminated soils and groundwater. In CY 1997 a site evaluation was conducted, and it was determined that the UST could not be removed without jeopardizing the foundation of the building. Consequently, the top of the UST was removed, and the contents of the tank, and the surrounding backfill were removed. Approximately 60 cubic yards of soil, and 1,500 gallons of liquids were removed from the UST. Six recovery wells were installed in October 2006. Testing was conducted in FY 2009 to delineate the nature and extent of soils and groundwater contamination. The wells are bailed on a monthly basis for product recovery. Quarterly groundwater monitoring was initiated in FY 2007 and quarterly reports are submitted to Indiana Department of Environmental Management (IDEM).

The 88th RSC is working towards a No-Further Action (NFA) decision at the site based on a lack of receptors with a possible deed restriction and institutional controls established and maintained, or possibly implementing more aggressive remediation methods if the IDEM does not agree that the site should be NFA at this time. If NFA is attained in FY 2012, the first 5-Year Review will occur in FY 2017.

### **Kings Mills USARC**

This site is located near Kings Mills in Deerfield Township, Warren County, Ohio. Historically, some solvents used by the maintenance facility were disposed of directly to the soil surface outside of the facility. In November 1995, a limited RI was conducted. Solvents were found in the soil and groundwater was determined to be above regulatory guidelines. The majority of the contamination was observed in the groundwater samples collected at the soil/bedrock interface at a depth between 15 and 20 feet below ground surface.

In April 1997, a limited RI was performed to assess groundwater contamination in the bedrock aquifer. Two groundwater monitoring wells were installed down gradient of the groundwater plume in the bedrock. No evidence of contamination was detected in the groundwater samples.

In August 1999, an in-situ chemical oxidation process was employed to remediate the site. Monitoring was performed for two years, to evaluate the effectiveness of the treatment, and to substantiate the natural attenuation (risk-based closure) of residual contamination. Subsequent groundwater monitoring results have detected rebound concentrations, indicating limited success of the in-situ treatment. In FY 2005 a supplemental SI was conducted to address Data Gaps and a Dual-Phase High Vacuum Extraction (DPHVE) pilot study was conducted, to evaluate the effectiveness of this method, as a corrective action. High-vacuum extraction of groundwater, with associated on-site treatment, was determined to be a viable corrective method. In FY 2006, a supplemental SI report, a focused FS, a PP, a Groundwater Well Monitoring Closure Plan, and an RA work plan were completed. The DD was finalized and signed in March 2007. In April of that year, with restoration (clean-up)-complete for soil was reached and in July 2007 DPHVE development began. In August 2007, restoration in-place (RIP) for groundwater was reached. Cleanup goals have not been met, and operation and maintenance of the DPHVE system will continue in CY 2012. The first five-year review was performed in CY 2012, with the second five-year review occurring in FY 2017.

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The 88th RSC and Army Environmental Command will negotiate a path forward with the Ohio Environmental Protection Agency in FY 2012. The 88th RSC is proposing a rebound test in FY 2012 along with system operations, maintenance and groundwater monitoring, then annual monitoring, in the existing network, to verify the effectiveness of monitored natural attenuation.

### **Vancouver Barracks- 987 MCCLELLAND RD--VANCOUVER, WA 98661-3815**

There are two active sites at Vancouver Barracks.

#### **Columbia River Site**

The 0.1-acre Columbia River dump site is in the Columbia River, just off the northern bank in the southwestern corner of Vancouver Barracks, upstream from the old shipyard. The waterfront at the Columbia River was a government pier for the Army from 1849 to 1948, and used to bring troops and supplies to Vancouver Barracks. During that time, munitions were dumped into the Columbia River. A diver, who dives frequently in the area, has found small and large caliber munitions on the bottom of the river. The diver was contacted and gave an oral account that he has identified upwards of 50 live small caliber shells, during various dives to the area. The diver also indicated that 95 percent of the munitions are concentrated in a 200 foot by 20 foot area (the site boundary herein). He also stated that he has seen other, larger caliber munitions on the bottom of the river. Unexploded Ordnance (UXO) responses have not been completed. The area is off-limits to divers. The site is now part of the Vancouver National Historic Reserve, and is used as a part of the historic tourism for the National Park Service.

The Remedial Investigation/Feasibility Study work plan was finalized in November 2011, with Diving Operations beginning in December 2011. Remedial Investigation Feasibility Study field work included Hydrographic Survey (Sonar), underwater Geophysical Survey, data analysis and target selection. Operations at the Columbia River Site are complete with all 11 areas investigated in CY 2011. Munitions and Explosives of Concern (MEC) Disposal was unnecessary as no MEC was found, during underwater operations. Reports (RIFS, Proposed Plan) are in the process of being drafted.

#### **Western Portion**

The Western Portion consisted of 27.35 acres, and was used, since the original settlement of Vancouver Barracks in the early 1800s, as a strategic military post. An interview with a private citizen and with military personnel, who served at Vancouver Barracks during WW II, indicated the use of large caliber munitions and small arms at Vancouver Barracks. Past excavations have discovered complete and spent small arms rounds, and past activities indicate the possible presence of cannon balls and grapeshot. Large caliber munitions, as well as complete and expended small arms rounds, are assumed to exist on this site. The period of use is conservatively estimated at the first year of military use in 1849, until just before the creation of the Vancouver National Historic Reserve in 1961. UXO has been found on-site, during excavations for development and archaeological investigations. The Remedial Investigation/Feasibility Study work plan was finalized in November 2011, and the intrusive field work that began in December 2011 involved testing of 217 total targets. MEC Disposal was unnecessary as no MEC was found. Excavations were successfully backfilled after clearance by the archaeological team. All MEC Intrusive operations are 100 percent complete at

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the Western Portion Munitions Response Site. Reports (RIFS, Proposed Plan) are in process of being drafted.

### **Business Operations and Integration Division (BOID)**

#### **Mission**

Provide support for the Planning, Programming, Budget, Execution, and Review process. The BOID is responsible for managing DPW's budget of \$89,400,000.

#### **Key Personnel**

For CY 2011, the Business Operations and Integration Division (BOID) staff consisted of nine personnel: Niles Knutson, Chief; Norma Steinhoff, Pablo Feliciano, Larry Means, Dawn Benoit, Wendy Goulet, Jami Brown, Jenny Chambers, and Richard Pletcher.

#### **Significant Events and Operations**

- BOID supported the DPW Divisions in their budget planning, management, and funding initiatives for the 88th RSC AOR.
- BOID completed 19 convenience checks, 444 lease payments, 125 ISSA payments, 319 Military Interdepartmental Purchase Requests (MIPRS); ensured 1,025 utility accounts were paid monthly, 457 service contracts processed and 117 construction contracts with delivery orders completed.
- The BOID team finalized 244 lines of accounting, during the multi-phased Joint Review.
- GFEBs became operational on 1 April 2011. With that, BOID maintained two financial systems, Installation on Line (IOL) and GFEBs for the remainder of FY 2011 and beyond. Budget was successfully closed out to 100 percent in both financial systems.
- All BOID personnel were trained and are functioning well in GFEBs. Two attended the Planning, Programming, Budgeting, and Execution System Course, One ISR training, one DPW Basic Orientation Course, two DPW Business Operations & Integration Course, two Army Communities of Excellence (ACOE) self assessment course, and all completed hundreds of hours of GFEBs training.
- The 88th RSC DPW BOID was selected as a test site for the GFEBs utility invoice payment pilot.
- The 88th RSC was selected by the Deputy Assistant Secretary of the Army for Cost & Economics (DASA-CE) as the test site for attribute validation of Work Breakdown Structures (WBS's). The Deputy Assistant Secretary stated that the 88th RSC was selected because the 88th RSC's WBS were in the best format of all the RSC's reviewed.

### **Source Documentation**

- 01-DPW Overview | Brief –helgeson.pptx

## UNCLASSIFIED

- 02-Thorn-RRPMP and Project Priority Brief FY11v2.pptx
- 03-Harlan REAL ESTATE SLIDES – 2.pptx
- 04-Lewis-88th RSC Master Planning Customer Focus.pptx
- 05-Flumerfelt Unit Participation in the Planning and Construction Process.pptx
- 06-PAI CFC 2011.pptx
- 07-Naeseth Energy and Corp Plan.pptx
- 08A-Wendler-BRAC 2011 BRAC Summary Mar11.pptx
- 08B-88th RSC BRAC, Customer Focus Brief,9 Apr11.ppt
- 09A-ISSA CFC slidesv3.pptx
- 09B-Rivera-88th RSC Service Contract Customer Focus.pptx
- 09C-Customer Foucus ISR-I.pptx
- 10-Brief – Customer Focus2011-4Mar11.pptx
- 11-Dalinis-DPW (JMD) Ops Final Customer Focus Conference Breifing 08 April 2011.pptx
- 12-Carlson-DPWSI Brief.pptx
- 13-CSS\_Briefing.pptx
- 14-Lewis-CRCC\_Slides FY11.pptx
- 41 DIV AFRC Movement Matrix.xls
- 88th RPMP Approval Memo's.docx
- 88th RSC CRRC Briefing Slides.pptx
- 88th RSC input to BRAC 05 Command Update 13 DEC11v2.pptx
- 88th RSC Inventory Validation memo signed.pdf
- 88th RSC MCAR Priorities Worksheetv2.xlsx
- 88th RSC MILCON 1-N 2011 Submission.xlsx
- 88th RSC Pam 420-1 (FINAL DRAFT) Final 21 May 2009.docx
- 88th \_RSC\_RPMP-executive-summary-rev.pdf
- BRAC Clousure guidance letter.pdf
- CALT.jpg
- DG12AUG11.pdf
- Disposal Update 15 Feb 12.xlsx
- Enclosure 2 HELPFUL INFORMATION for COMPLETION of the REC.pdf
- Enclosure 3 88th RSC REC Routing Procedure.pdf
- Enclosure4 – 1-N List.xlsx
- Enclosure 4 88th RSC CSS REC Routing Procedure.pdf
- Facility Openings and ceremonies.xlsx
- MG LESNIAK RPMP and Project priority brief FY12.pptx
- Move In Schedule and To Do.doc
- Move Into Your New Facility.docx
- Policy 10-01 Environmental Review of BASOPS Projects and Mission Actions (16 Feb 10).pdf
- Prioritization Voting Report.xlsx
- Real Property Audit\_LTR\_ACSIM\_2009-11-19.pdf
- USAR Design Guide ufc\_4\_171\_05

### **Reference Files**

## UNCLASSIFIED

- !! Thorn Master FAC LIST 88 RSC\_Units by FACID.xlsx
- !!! Thorn 88th RSC MILCON and BRAC Project List 4 DEC 11.xlsx
- 0-Real Property Audit Preparation Plan (Handbook) v26 Aug 09.docx
- 88th RSC Regulation 10-5 dtd 5 August 2008.docx
- Appendix K 88th RSC Pam 420-1, FEB 09.docx
- AR 140-483.pdf

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## HEADQUARTERS AND HEADQUARTERS COMPANY (HHC)

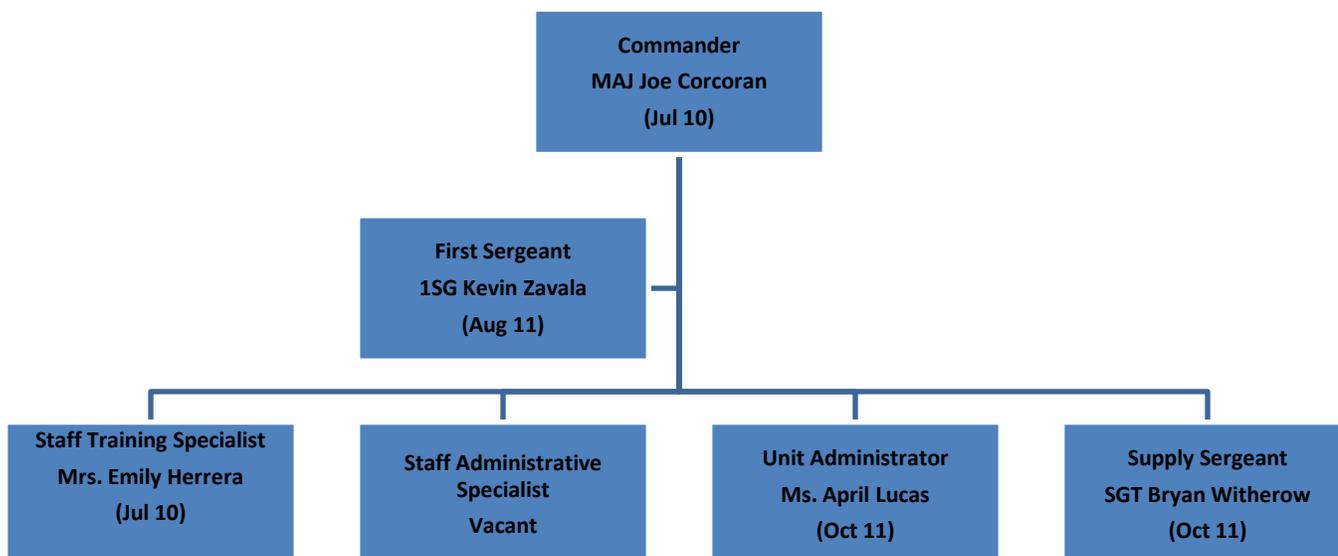
### Executive Summary

In CY 2011, the HHC served as the key agency for ensuring personnel (civilian, military, and contractor) assigned to the 88th RSC Headquarters had the training, logistics, and administrative support necessary to provide 'Best in Class' BASOPS support for the Soldiers, Families, Civilians and Units in the Northwest Region of the United States which consists of 19 states. Some of the key priorities for the HHC were in-processing newly assigned personnel; enhancing 88th RSC Soldier readiness (physical fitness, medical, dental, evaluations, and tactical training); managing personnel in the 88th RSC Administrative Detachment; coordinating facility usage (building 60 classrooms and auditorium) for internal and external agencies, ordering supplies; and monitoring all Department of Army (DA) and United States Army Reserve Command (USARC) mandated training (suicide prevention, network security, safety, operation security, etc). The HHC's assigned strength went from 78 Soldiers, consisting of 33 Active Guard/Reserve (AGR) and 45 Troop Program Unit (TPU) Soldiers, on 31 December 2010 to 80 Soldiers (36 AGR and 44 TPU Soldiers) on 31 December 2011. This change did not significantly affect operations in the 88th RSC due to the fact that the organization is predominantly civilian.

### Mission and Organization

#### **Mission**

The mission of the HHC is to command the Headquarters Company and advise the Commanding General in the planning, coordination and operation of functions on command, training, finance, personnel administration and supply for all assigned personnel. The HHC is authorized 51 TPU positions and 34 AGR positions.



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### **Organization**

- The Commander is responsible for the HHC operations and the safety of personnel working at the 88th RSC Headquarters.
- The First Sergeant assists and advises the Commander in managing unit operations, maintaining discipline, and promoting the health and welfare of Soldiers assigned to the HHC, 88th RSC.
- The Staff Training Specialist develops and monitors unit and individual training for all personnel assigned to the HHC, 88th RSC, manages facility usage, develops training related policies / procedures, and oversees HHC purchase requests.
- The Staff Administrative Specialist manages the automated finance and personnel systems, prepares/reviews all HHC correspondence, and develops personnel and financial related policies and procedures.
- The Unit Administrator maintains unit rosters and databases, and assists with updating the automated finance and personnel systems.
- The Supply Sergeant provides logistical support for all assigned personnel, training requirements and processes all supply orders.

### **Significant Events and Operations**

During 2011, the HHC accomplished many missions to assist the 88th RSC in becoming a 'Best in Class' organization. Some of the significant accomplishments were:

- The HHC was authorized a Supply Sergeant on the Fiscal Year (FY) 12 Table of Distribution/Allowances (TDA). After an exhausting search, SGT Bryan Witherow was selected to be the first TPU Supply Sergeant in the HHC on 1 October 2011. Our mobilized Supply Sergeant, SGT Eric Price, left the HHC to return to civilian life on 30 September 2010.
- The HHC conducted a Change of Responsibility ceremony between the outgoing First Sergeant, 1SG Leslie Guttenberg, and the incoming First Sergeant, MSG Kevin Zavala with 1SG Zavala assuming the responsibilities of First Sergeant on 1 August 2011.
- The 88th RSC hosted many high profile events during CY 2011, including the Association of the United States Army (AUSA) Memorial Day Wreath Laying Ceremony, the Marine Corps Corporals Course, Combat Support Training Exercise (CSTX) Exercise, Red Dragon Exercise, Patriot Warrior Exercise, Regional Best Warrior Competition, USARC Best Warrior Competition, Installation Management Command (IMCOM) Commanding General's (CG) Town Hall Brief, and Reintegration training for units returning from Iraq and Afghanistan.
- HHC conducted its first Field Training Exercise (FTX) on 12 – 14 August 2011. Assigned and attached Soldiers conducted an FTX to include M9 & M16 weapons familiarization, M9 range qualification and Army Warrior Task (AWT) Training at Contingency Outpost (COP) Lashgar (Fort McCoy, WI) in order to develop professional, competent Soldiers to lead during

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times of peace and war. The exercise was a success as it allowed Soldiers to live, eat, and train under field conditions. The 88th RSC was the first RSC to conduct this type of training.

- The 88th RSC donated 650 pounds of food, 850 pounds of adult clothing, 247 pounds of Children's clothing and 384 children's toys to local organizations during November – December 2011. The 88th RSC, along with the help of MSG Loveless, of the Staff Judge Advocate (SJA) Office, donated over \$12.5K in support of the Combined Federal Campaign (CFC). This total represented more than 50% of what Fort McCoy raised.
- The 88th RSC continued to build close ties with Fort McCoy hosting a broad range of Fort McCoy activities, such as Town Hall Meetings, Government Purchase Card Training, Suicide Prevention Training, Unit Prevention Leader classes, post wide Flu Clinic, Welcome Home Citizen Warrior ceremonies, mobilizing and demobilizing unit ceremonies, and many graduation ceremonies (Officer Candidate School, Intermediate Level Education, etc).
- HHC continued to provide command and control over an Administrative Detachment that was created from the four legacy Regional Readiness Commands (RRCs) closing their Unit Identification Codes (UICs). The four legacy RRCs were the 70th, 88th, 89th, and 96th which were deactivated in 2009. The Administrative Detachment consisted of 120 personnel at its peak and by the end of the 2011 the number of Soldiers dropped to 11. The steady drop of Administrative Detachment Soldiers allowed the administrative workload to be shifted significantly from the Detachment back to other HHC functions.

### **Source Documentation**

- WARNO 11-134-001 (HHC, 88th RSC FTX).docx
- OPORD 11-167-001 (HHC, 88th RSC FTX).docx
- August 2011 FTX Plan of Attack Brief.docx
- AUG 11 Packing List.docx
- FTX AAR.docx
- Warrior Tasks and Battle Drills.pdf
- CY 2011 Battle Assembly Training Schedules.pdf
- CY 2011 Battle Assembly Newsletters.docx
- First Sergeant Position Advertisement.docx

### **Reference Files**

- ATRRS Request
- Rescheduled Training Request
- Request For Orders Worksheet
- 13 October 2011 Command Mission Brief

### **IMPORTANT WEBSITES**

- Army Training Requirements and Resources System (ATRRS)  
<https://www.atrrs.army.mil/portals/logon.asp>

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- Regional Level Application Software (RLAS)
- <https://rlas/rlas/default6.htm>Regional Level Application Software (RLAS)

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### INSPECTOR GENERAL (IG) OFFICE

#### Executive Summary

The Inspector General (IG) Office for the 88th RSC and United State Army Garrison (USAG) Fort McCoy has an authorized Table of Distribution and Allowance (TDA) for six personnel as well as a mobilization TDA for two Soldiers. At the beginning of Calendar Year 2011 (CY 2011), the office consisted of five personnel; four assigned to the TDA and one Soldier on Contingency Operation for Active Duty Operational Support (CO-ADOS) supporting the mobilization TDA. In February, the office was down to four personnel and by April, the office was down to just three personnel; two on the TDA and the Soldier assigned to one of the mobilization positions. By August, the authorized TDA of six was filled as well as one of the mobilization positions giving the office a total of seven personnel (Three AGR, three DA Civilians and one TPU officer on CO-ADOS orders).

The top priorities for the 88th RSC and USAG-Fort McCoy IG office during CY 2011 were the recruitment and training of IG personnel, renovation of a new IG office building, and completion of the Base Operations (BASOPS) inspection plan to assess facility management, stewardship of government resources, and safety of selected sites.

#### Mission and Organization

##### **Mission Statement**

Advise the Commanding General (CG) on the overall welfare and state of discipline of the Command. Provide a continuous assessment of the Command's operational and administrative effectiveness. Determine the discipline, efficiency, economy, morale, training, and readiness of the Regional Support Command (RSC), Headquarters and Headquarters Company (HHC), and its subordinate and supported units. Provide recommendations to the Commander in order to eliminate shortcomings and violations of standards. Receive, review, and process complaints, requests for assistance, advice, information, or grievances from individuals assigned to the Command, and ensure appropriate action is taken.

##### **Key Personnel**

- |  |                              |
|--|------------------------------|
| ➤ Command Inspector General (CIG)        | Colonel Jeffery Robinson     |
| ➤ Deputy Inspector General (DIG)         | Mr. Robert MacGregor         |
| ➤ Detailed Inspector General             | Major Brian Kane             |
| ➤ Assistant Inspector General            | Mr. Daniel Holman            |
| ➤ Assistant Inspector General            | Mrs. Leslie Guttenberg       |
| ➤ Assistant Inspector General            | Master Sergeant Jason Heiner |
| ➤ Detailed Inspector General (Mobilized) | LTC Andrea Shealy            |

#### Significant Events and Operations

Although the IG Office experienced turnover in strength during CY 2011, there was no significant backlog in the assistance function. A total of 545 cases were opened during CY 2011 in the IG Action Request System (IGARS) with only 23 cases remaining open at year's end. The

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IG Office not only assisted personnel from the 88th RSC and Fort McCoy, but also the Operational and Functional Commands that are located in the 88th RSC AOR.

The IG Office maintained a robust Inspections Program for CY 2011 as well. The IG Office conducted a total of 117 BASOPS inspections of the facilities in the 88th RSC AOR in CY 2011. IG inspections were organized and funded by Fiscal Year (FY) and 96 BASOPS inspections were completed from January through September 2011 for FY 2011, and an additional 21 Facilities were inspected from October through December 2011 for FY 2012. Additionally the IG Office conducted seven Unit Readiness Inspections of the 88th RSC HHC and Bands and two Intelligence Oversight inspections for a grand total of 126 inspections in CY 2011. The attached supporting documents are all public IG Inspection records providing the authority and to show the extensive coordination efforts in this function.

MSG Daniel Holman retired from Active Duty and was hired in May 2011 to fill one of the two vacant civilian positions; he flawlessly transitioned from Soldier to civilian within the IG office. Major Brian Kane joined the IG team in June after accepting the vacant AGR Detailed IG position. Mrs. Leslie Guttenberg followed him joining the team in July. Major Kane and Mrs. Guttenberg were also previous employees within the 88th RSC DPT and DHR respectively. Both completed the three week IG school and were fully trained in August. MSG Jason Heiner was the last to join the IG team in August and immediately attended school becoming fully qualified by September. Their leadership, combined experience, and expertise were important to the overall success of the IG Office and in establishing new business rules concerning IG Support to the USAG Commander as well as the 88th RSC CG.

The IG Office located, in building 1346, was built during WWII and had the original bathroom fixtures, no insulation, inefficient Heating, Ventilation, and Air Conditioning (HVAC) from the 1970s and very limited office space. In order to accommodate the increased workload and increase in authorized personnel strength from two to six people, the IG office requested interior improvements to building 1346. The Fort McCoy Garrison Staff determined that it would be more cost effective for the IG office to move to a bigger, fully renovated building. Initial planning for IG office requirements began in May 2011 and resulted in a contract, W911SA-11-D-0024 DO # 3 Repair Building 1245, which was issued on 14 Oct 2011 and valued at \$393K. The demolition and removal of lead and asbestos began in October 2011 and the IG staff is scheduled to take occupancy in April 2012. Additionally the 88th RSC DOL obtained a contract for new furniture installation valued at just over \$50K to be completed upon acceptance of Building 1245. The renovated building will provide individual offices for all assigned IGs and offer the privacy needed to complete their case work in an open, yet discreet environment. The building will also continue to give the Fort McCoy population easy access to the IG office.

### **Source Documents**

- Memorandum ARRC-SWI-IG dated 18 November 2010, Subject: Inspection Concept for the Assessment of 88th RSC Facility BASOPS Support
- Memorandum ARRC-SWI-IG dated 18 November 2010, Subject: Inspection Concept for the 88th RSC Unit Readiness Inspections

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- Memorandum ARRC-SWI-IG dated 18 November 2010, Subject: Inspection Concept for the 88th RSC Directorate of Emergency Services (DES) - Intelligence Oversight Inspection
- Memorandum ARRC-SWI-IG dated 18 November 2010, Subject: Inspection Concept for the Fort McCoy Garrison Directorate of Plans, Training, Mobilization and Security (DPTMS) - Intelligence Oversight Inspection
- Memorandum ARRC-SWI-IG dated 12 December 2010, Subject: Directive for FY11 Inspector General (IG) Special Inspection - 88th Regional Support Command (RSC) Facility Base Operations (BASOPS) Support
- Memorandum ARRC-SWI-IG dated 12 December 2010, Subject: Directive for FY11 Inspector General (IG) Special Inspection - 88th Regional Support Command (RSC)
- Memorandum ARRC-SWI-IG dated 12 December 2010, Subject: Directive for FY11 Inspector General (IG) Special Inspection - USAG Fort McCoy, WI
- Memorandum ARRC-SWI-IG dated 4 January 2011 Subject: Detailed Inspection Plan for the 88th Regional Support Command (RSC) for the Facility Base Operations (BASOPS) Support Inspector General Assessment
- Memorandum ARRC-SWI-IG dated 6 April 2011 Subject: Detailed Inspection Plan for the Inspector General Unit Readiness Inspection
- Memorandum ARRC-SWI-IG dated 12 August 2011, Subject: Directive for FY12 Inspector General (IG) Assessment - 88th Regional Support Command (RSC) Facility Base Operations (BASOPS) Support
- Memorandum ARRC-SWI-IG dated 29 September 2011, Subject: Inspection Concept for the Assessment of 88th RSC Facility BASOPS Support
- Memorandum ARRC-SWI-IG dated 7 October 2011 Subject: Detailed Inspection Plan for the 88th Regional Support Command (RSC) for the Facility Base Operations (BASOPS) Support Inspector General Assessment

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### INFORMATION MANAGEMENT OFFICE (IMO)

#### Executive Summary

2011 was another transitional year for the IMO section as we executed a replacement of Multi-Functional Copier (MFD-Copier) devices across the region and migrated the accountability of Information Technology (IT) assets from local IMO Hand-Receipt management to Facility Property Books under the management of the 88th Regional Support Command (RSC) Director of Logistics (DOL). The United States Army Reserve Command (USARC) finalized and published USAR Reg 10-1, The Army Reserve Regional Support Command Organization and Functions, effective 1 April 2011. This helped to clarify the support roles and responsibilities within the matrix of Army Reserve Command, Control, Communications, Computers, and Information Management (C4IM) service delivery.

*[There had previously been significant confusion and consternation in the Army Reserve community regarding unmet expectations for C4IM support following AR transformation, where many customers expected the same levels of service from RSC IMOs as they had previously received from the larger and more distributed Regional Readiness Commands (RRCs) G-6 organizations. The AR-transformation centralized and shifted most of the C4IM BASOPS support and resources to the USARC G-2/6 (AR-Network Enterprise Center) during the period 2008 to 2009. There were many structural problems with centralized C4IM BASOPS support for the enterprise that the architects of AR-transformation had failed to foresee, and these problems persisted in 2011.]*

#### Mission and Organization

##### **Mission**

Provide service definition, management oversight, advice, planning, and funding coordination for C4IM support to the RSC. Provide BASOPS support to units/activities within the 19 state RSC Area of Responsibility (AOR) in coordination with the USARC G2/6, Installation Management Command (IMCOM), designated facility managers, and other service providers through appropriate Standard Levels of Service (SLS) and Service Level Agreements (SLAs).

##### ➤ **Products**

- Provision and management of the lifecycle replacement of wireless communications devices, workstations, workstation peripherals, and software for the 88th RSC and its down-trace units.
- Provision and management of the lifecycle replacement of digital copiers, secure telephone equipment (STEs), and video projectors for Army Reserve facilities throughout the 88th RSC AOR.

##### ➤ **Goals**

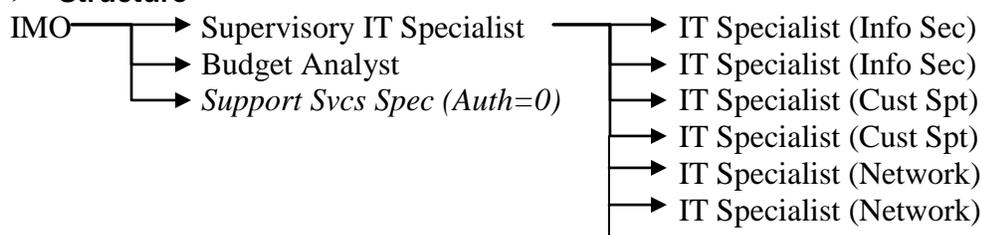
- Master our transformed roles within the compartmentalized matrix of Army Reserve C4IM service delivery and manage customer expectations accordingly; identify deficiencies in the model and recommend improvements to the USARC G-2/6.
- Continue to hone core competencies and maintain certification requirements.

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- Refine systems, controls, and budgets to effectively manage IMO service requirements within the region.
- Collaborate both horizontally and vertically to ensure delivery of services are correct the first time.
- Analyze available software tools and evolving technologies that can be leveraged by the 88th RSC staff to improve mission effectiveness; provide assistance to the staff in their implementation.
- Complete the transition from the Legacy 70th, 88th, 89th, and 96th RRC service contracts to RSC service contracts.
- Seek opportunities to fix shortcomings in enterprise-level service delivery and in achieving cost reductions without compromising service levels.

### ORGANIZATION

#### ➤ Structure



#### ➤ Key Personnel

Chief, Information Management Office  
Supervisory IT Specialist  
Budget Analyst

Mr. Scott W. Tronnier  
Mr. Kirk Fay  
Mr. Scott Graham

#### ➤ Staffing

All of the positions were filled for the entire year. IT Specialist, Reggie Robinson's overseas deployment was carried over from 2010 throughout 2011 while his position remained filled by a qualified temporary hire. The Support Services Specialist over hire position was closed following Mr. John Tempski's departure for another position in February due to a USARC-wide reduction in civilian over hires. The DOL continued to provide much needed manpower and warehouse support for IT property accountability and asset management. We were also able to temporarily hire a handicapped college student as a GS-03 Clerk for the summer using one of two Army Reserve quotas provided under the Federal Workforce Recruitment Program (WRP) co-sponsored by the DOD and Department of Labor. This individual provided valuable assistance to the IMO in conducting IT inventories and processing equipment for turn-in to the local Defense Reutilization and Marketing Service (DRMS) in support of the Facility Property Book migration project.

### SIGNIFICANT EVENTS AND OPERATIONS

#### ➤ New Initiatives

We defined and presented persistent enterprise service and support problems using a before/after transformation context during an RSC IMO meeting at the USARC G-2/6 in February 2011 and briefed them again during an Army Reserve break-out session at the Army LandWarNet

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Conference in August 2011. There was common agreement within the USAR C4IM support community regarding the nature of these problems and we believe that earnest efforts are underway to address many of them within resource limitations. We also implemented creative solutions to help provide some relief to our customers in the support shortfall areas of facility low-voltage cabling and facility telecommunications.

### ➤ **BASOPS Support**

Base Realignment and Closure (BRAC)/Military Construction (MILCON). The IMO attended many regional facility construction and design meetings to coordinate IT infrastructure requirements. We also analyzed requirements in support of numerous stationing packets and inter-service agreements (ISAs) for unit customers within the region.

### ➤ **Copier Program**

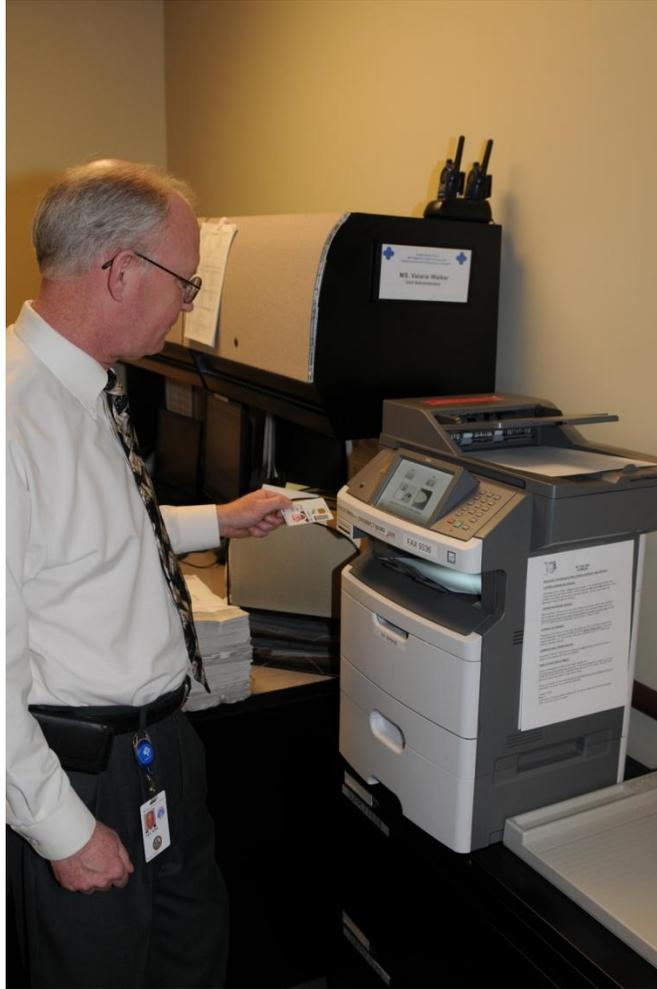
The IMO executed a change over of Multi-Functional Copier (MFD-Copier) devices across the region during March and April 2011 following the five-year lease and service contract award to Ikon-Ricoh in December 2010. The flagship device from this contract was the Ricoh Model MP-3351 MFD Copier. The IMO also purchased 120 smaller Lexmark Model X-464de tabletop MFD Copiers for use in smaller facilities and to support temporary surges in imaging requirements. The fielding and cutover of these devices was the single-largest IMO project of the year, often consuming the majority of available labor in the IMO staff. The effort required daily coordination between the IMO, various O&F G-6 personnel, and Ikon-Ricoh fielding offices; to ensure timely delivery, installation, and network configuration of over 400 devices to Army Reserve facilities across the RSC 19 state AOR. The near flawless execution of this project over a relatively short period enabled the IMO to reallocate approximately \$80K in FY 2011 funds that were previously budgeted to extend costlier Xerox and Sharp legacy contracts beyond April.

The IMO also modified the Ikon-Ricoh contract later in the year to add an additional 80 model MP-3351 devices to replace aged Government-owned Konica-Minolta copiers in former 89th RRC facilities throughout Iowa, Kansas, and Missouri. The new MFD-Copiers proved superior to the legacy copiers, both in terms of cost, and in their ability to meet or exceed Defense Information Security Agency (DISA) Standard Technical Implementation Guidelines (STIGs) for the unclassified network when performing all four functions of copy, network print, network scan, and fax. The costlier legacy copiers were largely limited to copy and network printing functions. The effect of this fielding was to immediately reduce the regional imaging costs on a per-device-basis, thereby reducing the IMO annual copier budget funding requirements by approximately \$400K, or roughly 35 percent over previous years' requirements. Incalculable local operating cost savings were also achieved throughout the region with the displacement of countless single purpose printers, scanners, and fax machines, along with their associated supplies and separate energy requirements.

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**Mr. Eloy Ochoa, IMO Copier Manager, tests Common Access Card authentication on a new Ricoh Model MP-3351 MFD-Copier from the IMO Regional MFD-Copier Lease and Services Contract. Location: 88th RSC Headquarters, Fort McCoy, WI.**



**Mr. Kirk Fay, IMO Support Services Supervisor, Configures a Government-owned Lexmark Model #X-464de tabletop MFD-Copier for use on the AR network Location 88th RSC HQ, Fort McCoy, WI.**

➤ **Communications Security (COMSEC) Program**

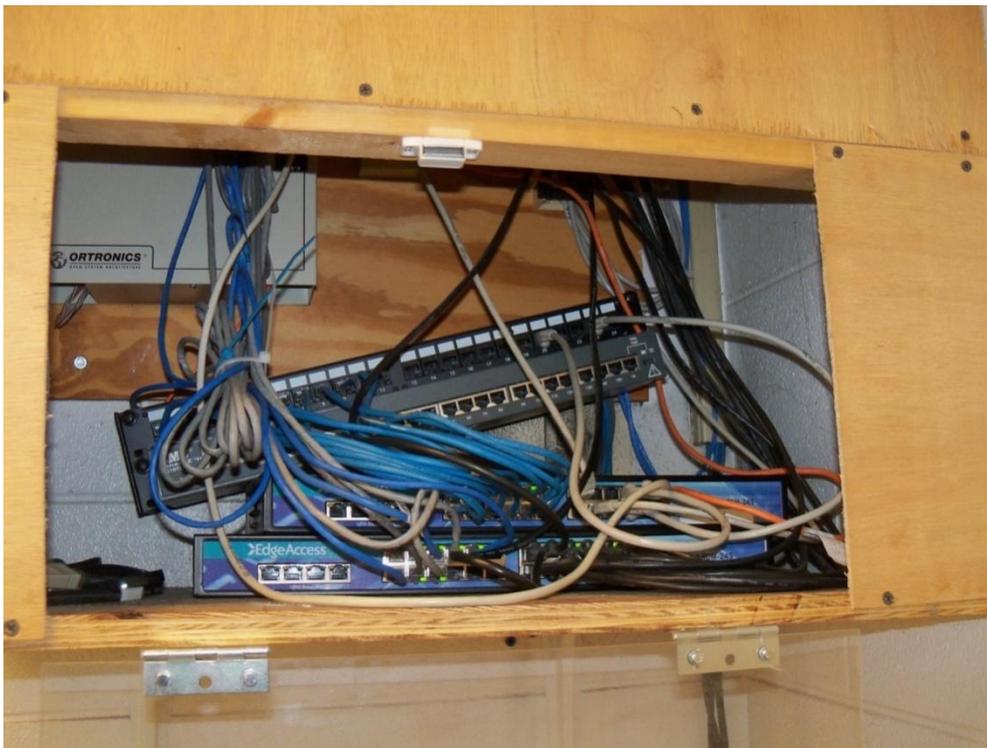
The IMO assisted the 310th Expeditionary Sustainment Command (ESC) in preparing for a COMSEC inspection and provided direct device-key support for the 78th/86th Training Support Division (TSD) 2011 Warrior Exercise at Ft. McCoy during the summer. We also conducted annual on-site inspections of all regional COMSEC Hand-Receipt Holders and successfully passed a follow-up audit/inspection of the 88th RSC COMSEC account by the U.S. Army Communications and Electronics Command, Communications Security Logistics Activity, in September 2011.

➤ **Facility Communications Infrastructure**

New facility construction under BRAC 2005 and other MILCON initiatives continued to improve the overall state of communications infrastructure for the USAR. Nevertheless, problems with insufficient jack/port density relative to the user population and sub-standard infrastructure remained a systemic problem in 2011, particularly in older Reserve Centers built before the proliferation of data communications. Although the servicing of this infrastructure is

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centralized as a USARC G-2/6 enterprise responsibility, USAR transformation planners failed to account for the scope of this problem and provide required provisions to the G-2/6 accordingly. As a result, many facility customer work orders requiring additional or replacement communications drops were backlogged across multiple years. The 88th RSC IMO initiated a “Big Idea” suggestion for the USARC to shift the responsibility and funding for all low-voltage cabling plant in Reserve Centers to the RSC Public Works Directorates, who we believe are better arrayed to address this problem and to do so with greater efficiency over the long term. We also worked closely with the 88th RSC DOL to include new communications cabling with all regional facility furniture replacement projects, which DOL manages through a multi-year Inter-Service Agreement with UNICOR. As a result of this initiative, 24 older facilities in the 88th RSC region received new furniture and communications cabling in 2011.



Retrofit of pre-millennium Army Reserve facilities to replace insufficient or sub-standard communications infrastructure remains a challenge. Location: Army Reserve Center in Ohio.

### ➤ **Telecommunications**

The majority of facility-level customer complaints handled by the IMO continued to be in the telecommunications service area, where we observed a growing backlog of service requests and trouble tickets in the USARC G-2/6 Telecommunications Branch queue. The essence of the problem has been that the population of users and aging USARC-owned Private Branch Exchange PBX switch equipment far exceed the support capabilities and resources of the G-2/6 Telecommunications Branch. This is one of the major AR-transformation C4IM structural challenges for which there have been no quick solutions. We developed a solution to help mitigate the problem and presented our proposal to the USARC G-2/6 at the RSC IMO meeting in February 2011.

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**Mr. John Hart, IMO Telecommunications Specialist, prepares to redistribute a Nortel Digital PBX switch to a Reserve Center in need of a replacement. Location: 88th RSC Headquarters, Fort McCoy, WI.**

*Our study of the problem enabled us to establish that the business case for owning and managing facility PBXs changed dramatically after AR-transformation by moving the cost-benefit decision point substantially to the right (higher ratio of users to managed equipment), with the key determinants being the full-time support (FTS) population, array of units, and physical location of the facility. We analyzed PBX installation and maintenance cost data over its expected life and determined that the USARC could significantly reduce the strain and maintenance backlog of its telecommunications fleet by shutting down USARC-managed PBXs and reverting back to local phone company analog phone lines at smaller facilities: specifically, smaller, remote (more than four hours drive from a major airport) facilities with persistent FTS populations below ten and unit populations no larger than company. This would simultaneously reduce the quantity and sources of service requests and trouble tickets from the overall population while improving telecommunications service levels at the smaller remote facilities. By essentially out-sourcing to service providers that are already established at these remote locations, the USARC would also substantially reduce its telecommunications-related travel costs while achieving an anecdotal savings of \$35K over five years for each small facility.*

The IMO subsequently received approval from the USARC G-2/6 to execute the migration of smaller remote facilities to local phone service and successfully completed 25 facilities by the end of 2011, with an additional 30 sites pending. One of the benefits of this effort was that the serviceable (surplus) PBX switches displaced at the smaller facilities became a reserve inventory from which the USARC G-2/6 could quickly redistribute to replace failed switches at larger facilities across the country.

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### **Mission Support**

#### ➤ **Desktop Automation**

We continued to provide supplemental support for 88th RSC assigned desktop computers and executed planned replacements of just below our annual objective rate of 20 percent.

#### ➤ **Knowledge Management**

The IMO was tasked by the Chief of Staff to sponsor a Knowledge Management (KM) program in the 88th RSC Headquarters. The Commander approved our KM Phase I objectives: To systematically catalog highly valued explicit knowledge that is readily available within the headquarters. Process Action Teams (PATs) were organized in July 2011 to coordinate with the work force and develop formats for individual (employee/soldier) continuity books and section smart books. Another team was formed later in the year to develop an employee handbook.

#### ➤ **Migration of IT Assets to Facility Property Books**

The USARC G-4 tasked all commands to reestablish Property Book accountability of non-expendable IT assets below the previously established threshold of five thousand dollars value or higher. This change in policy was published in April 2011 with a suspense date to field commands on August 1, 2011. The 88th RSC successfully met this suspense because the DOL had the foresight to allocate a Supply Technician from its Maintenance and Supply Support Contract to assist the IMO in providing IT asset accountability for the command back in 2010. Therefore, the RSC was properly postured to meet this suspense, having already established local IT hand receipts using the "Unit Supply Enhanced (USE)" web application.

#### ➤ **Yellow Ribbon Event Support**

The 88<sup>th</sup> RSC IMO provided on-site IT support to all 12 of the Command's monthly Yellow Ribbon events in 2011.

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Mr. Charles Zehner, Supply Contractor, VSE Corp., processing the IMO's 2011 lifecycle replacement shipment of notebook computers.



Mr. Charles Zehner, Supply Contractor, VSE Corp., preparing IT equipment for turn-in to Defense Reutilization and Marketing Service (DRMS) Location: Building 62, Fort McCoy, WI

**Source Documents**

- Big Idea Tasking Document

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- eLAS Tasker, Accountability of Non-Expend Items, G-4
- Facility Cabling; USARC Big Idea Format
- FY 2011 WRP Guidance (Final)
- HQDA SICE Big Ideas
- Oct 2011 Town Hall, Knowledge Management Briefing
- Position Vacancy Requirement Document
- USARC G2/6 - RSC IMO Meeting Document
- USARC G-4 IT Property Policy Memo
- USARC G2/6 RSC IMO Meeting - Transformation Briefing
- Workforce Recruitment Program Funded Hire Document

### **Reference Files**

- Memo, SAIS-AOI, (Secretary of Army), dated 14 Mar 2008, Subject: Army Command, Control, Communications, Computers, and Information Management (C4IM) Services List Version 2.0
  - Memo, ARRC-CI, (USARC G-2/6), dated 26 Oct 2007, Subject: Army Command, Control Computers, and Information Management (C4IM) Services List
  - Memo, ARRC-CI, (USARC G-2/6), dated 8 Mar 2010, Subject: U.S. Army Reserve Mobile Telephone and Handheld Wireless Device Guidance
  - USAR regulation 10-1, dated 1 Apr 2011

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### INTERNAL REVIEW (IR)

#### Executive Summary

The 88th RSC, Internal Review (IR) is an in-house internal control asset administering the Army's Managers' Internal Control Program (MICP). CY 2011 was the second full year of operations for the IR Office. During CY 2011, the office initiated thirty engagements, completing sixteen, as well as completing ten engagements from prior calendar years. Status of open engagements can be found in the Significant Events and Operations section. In addition, for the second year in a row, the IR Office hosted the USARC IR Basic Course.

#### Mission and Organization

##### **Mission**

To provide the Commanding General with an independent and professional internal evaluation capability that assists in accomplishing the 88th RSC's mission, goals, and objectives. Facilitate the safeguarding, accounting, and proper use of all resources managed by the command. Serve as the focal point for all audits and auditors external to the command and facilitate the command resolution/reply process. Conduct audit follow-up, track management actions to correct problems identified in internal and external review reports, and conduct Anti-Deficiency Act (ADA) investigations.

##### **Personnel**

The IR personnel roster, as of 31 December 2011, is listed below with status and date of assignment (month and year):

##### **Director**

- Mrs. Jeanine M. Krenz, Full-Time Support (FTS), April 2009

##### **Chief, Internal Review**

- LTC John E. Halvorson, Troop Program Unit (TPU) January 2010

##### **Evaluators**

- Mr. Brian L. Jackson, FTS, August 2009
- Mrs. Tammy S. Brockman, FTS, January 2010

##### **Auditors:**

- CPT Tony R. Steinhoff, TPU, August 2011
- Vacant, TPU
- 1LT Bonnie A Hilt, TPU, January 2010
- 1LT Robert A Meyer, TPU, December 2011
- Vacant

##### **Admin NCO**

- SSG Michael L. Ellis, TPU, July 2009

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### **Significant Events and Operations**

The IR operations for CY 2011 are broken down into five areas: reviews, consulting and advisory services, follow up, liaison, and other. The statuses of these five areas are summarized below:

#### ➤ **Reviews**

Four reviews were initiated in CY 2011. One was completed as well as two rollovers from CY 2010. Reviews consisted of an assessment of risk management, internal controls, or governances, and performed in accordance with Government Auditing Standards and Army Regulation (AR) 11-7, Internal Review Program.

<u>Review</u>	<u>Status</u>
➤ 2010-013 Temporary Duty (TDY) Travel Vouchers/DTS Process HQ	Complete
➤ 2010-016 Civilian Time Sheets – Headquarters (HQ) and Bands	Complete
➤ 2011-017 Army Reserve Internal Review (ARIR) Wide Government Travel Card (GTC) Review	Complete
➤ 2011-023 Defense Travel System (DTS) for the 88th RSC IG Office	On going
➤ 2011-026 GTC	On going
➤ 2011-031 Directorate of Logistics (DOL) Repair Parts	On going

#### ➤ **Consulting and Advisory Services**

Ten engagements fall into this category for CY 2011 with nine completed as well as one rollover from CY 2010. As with the reviews, this service is conducted in accordance with Government Auditing Standards.

<u>Consulting and Advisory Service</u>	<u>Status</u>
➤ 2010-015 Directorate of Human Resources (DHR)/Bands Government. Purchase Card (GPC) Assessment	Complete
➤ 2011-003 DOL/Area Maintenance Support Activity (AMSA)/ Equipment Concentration Sites (ECS) Internal Controls	Complete
➤ 2011-004 DHR/Army Bands Internal Controls	Complete
➤ 2011-011 Directorate of Public Works (DPW) Internal Controls	Complete
➤ 2011-012 Resource Management Office (RMO) Internal Controls	Complete
➤ 2011-013 Information Management Office (IMO) Internal Controls	Complete
➤ 2011-014 Directorate of Plans and Training (DPT) Internal Controls	Complete
➤ 2011-015 Directorate of Emergency Services (DES) Internal Controls	Complete
➤ 2011-016 Special Staff Sections Internal Controls	Complete
➤ 2011-020 Unit Status Report (USR) Analysis Spreadsheet	On going
➤ 2011-021 Real Property Inventory (RPI) Folder Quality	Complete

#### ➤ **Follow-up**

In accordance with AR 11-7, IR conducts follow-up reviews on all reports prepared by external and internal audit organizations. The objective is to identify whether corrective actions agreed upon in the original report are in place and resolved the problem. Four engagements were completed in CY 2011; one was initiated in CY 2009, and three were initiated in CY 2010. Numbering starts at the beginning of the Fiscal Year (FY), thus a number may start with 2009

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but may not have been initiated until CY 2010. At this time there are no open follow-ups pending corrective action(s).

<u>Follow Up</u>	<u>Status</u>
➤ 2009-019 General Services Administration (GSA) Vehicles	Complete
➤ 2009-020 DOL Maintenance	Complete
➤ 2010-006 ECS Time Sheets	Complete
➤ 2010-007 AMSA Time Sheets	Complete

### ➤ **Liaison**

The IR coordinated eight external agency audits with four of those still active at the end of CY 2011. This service facilitates audits performed by external audit organizations by expediting the audit process through coordinating meetings, and personnel contacts. In addition, these actions facilitate command replies to findings and recommendations, and assists in mediating disagreements between the external auditors and supported command. These actions validate projected monetary savings claims.

<u>Liaison</u>	<u>Status</u>
➤ 2011-007 Army Audit Agency (AAA) Unused Airline Tickets Follow-up	Complete
➤ 2011-008 AAA Audit of System Support for Command Supply Discipline Program (CSDP)	Complete
➤ 2011-009 AAA Audit of CSDP	Complete
➤ 2011-010 Assistant Secretary of the Army (ASA) Financial Management and Control (FM&C) Equipment Accountability	Complete
➤ 2011-027 Audit of CSDP USARC AAA	On going
➤ 2011-028 AAA Audit of Out of Service Debt-USARC	On going
➤ 2011-029 PHC Environmental Pre-Assessment Audit	On going
➤ 2011-030 Communications Security (COMSEC) Inspection	On going

### ➤ **Other**

Eight engagements were initiated in CY 2011. They consisted of Risk Management issues or additional projects assigned to IR. Five engagements were completed: two from CY 2011, two from CY 2010, and one from CY 2009.

<u>Other</u>	<u>Status</u>
➤ 2009-028 DOL GPC SOP	Complete
➤ 2010-003 MICP	Complete
➤ 2010-019 Employee of the Month Workgroup	Complete
➤ 2011-001 Army Communities of Excellence (ACOE)	On going
➤ 2011-002 CY 2011 MICP	On going
➤ 2011-005 RPI Assistance	On going
➤ 2011-006 Strong Bonds DTS Process	Complete
➤ 2011-018 ISO (the International Organization for Standardization) 14001 Environmental Audit Process	Complete
➤ 2011-019 CY 2011 IR Executive Steering Committee	On going
➤ 2011-022 Knowledge Management Initiative Workgroup	On going

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- 2011-025 Manpower Study

On going

### **Source Documentation**

- Documentation of the engagements, which are summarized above, is proprietary and cannot be released with this document.

### **Reference Files**

- AR 11-2, Managers' Internal Control Program, 4 January 2010
- AR 11-7, Internal Review Program, 22 June 2011
- Government Audit Standards, July 2007 Revision
- Annual IR Plan for 2011

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### PLANS, ANALYSIS AND INTEGRATION (PA&I)

#### Executive Summary

The Plans, Analysis, and Integration Office provided force management support for the 88th RSC and the supported commands units within the 88th RSC's AOR. Key functions for PA&I dealt with continuing to improve the procedures and tracking mechanisms necessary for executing unit stationing actions, analyzing the USAR Structure (USTRUC) messages, and managing the troop list for units with in the 88th RSC AOR. PA&I expanded in size when three personnel (borrowed manpower) transferred from the Manpower Management Division from the Resource Management Office (RMO) to PA&I. Acquiring the Manpower Management personnel involved hiring new personnel, establishing procedures for managing authorization documents, establishing the Army Suggestion Program and preparing for a manpower survey. With the increase in personnel came an additional mission to manage the RSC's Table of Distribution and Allowances (TDA) and Modified Table of Organization and Equipment (MTOE) for the six subordinate Army Bands.

#### Mission and Organization

**Mission** Provide support for United States Army Reserve (USAR) Force Programs' Structure actions applicable to the RSC supported units and facilities/activities/centers to facilitate enhanced readiness within the RSC AOR. As prescribed in DoD Directive 1225.7, facilitate coordination between Army Chief of Staff, Installation Management-Operations Directorate Reserves (ACSIM-ODR), USAR Force Programs and supported commands on all stationing actions within RSC AOR. The PA&I office is also responsible for the integration of all actions and requirements necessary to execute the USARC Army Reserve Force Programs Command Plan actions assigned to its region.

#### **Personnel**

- |   |                           |
|---|---------------------------|
| ➤ Chief, Plans, Analysis, and Integration | LTC Kenneth Groff         |
| ➤ Supervisory Management Analyst          | Ms. Rhonda Eldred         |
| ➤ Management Analyst                      | Mr. Richard Neely         |
| ➤ Supervisory Management Analyst          | Mr. Anthony Paskvan (RMO) |
| ➤ Management Analyst                      | Mr. Kirkland Diehl (RMO)  |
| ➤ Management Analyst                      | Mr. Earl Weber (RMO)      |

LTC Groff was deployed in June 2011 for a year and Mr. Anthony Paskvan PCS'd to Germany in December 2011.

#### Significant Events and Operations

➤ Requests for 48 feasibility studies were received by the end of December 2011 and resulted in 46 stationing actions. A new concept plan was approved for the transition of Legal Support Organizations (LSOs) to the new Legal Operations Detachments (LODs). There were 16 activating units placed in our region. Additional Legal Support Detachments are located at Fort Carson, CO; Aurora, CO; Pocatello, ID; Forest Park, IL; Davenport, IA; Boise, ID; Fort

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Leavenworth, KS; Whitehall, OH; Fairchild Air Force Base; WA, Clackamas, OR; Fort Leonard Wood, MO; Fort Snelling, MN; Camp Withycombe, OR; Madison, WI and Fort McCoy, WI.

➤ PA&I continued a weekly stationing panel consisting of PA&I, Director of Public Works (DPW), Directorate of Logistics (DOL), Information Management Office (IMO), Resource Management Office (RMO), and the Directorate of Emergency Services (DES) to ensure proper coordination of all stationing actions received. This forum expanded to include a monthly teleconference, with supported commands, that also included a monthly construction update from DPW.

➤ There were 145 permanent orders published for units that were identified for 27 facilities due to the 2005 Base Realignment and Closures (BRAC), Grow the Army (GTA) and Military Construction Army Reserve (MCAR) projects in CY 2011.

➤ PA&I is the manager of the Installation Status Report (ISR). This report identifies services provided by the 88th RSC and determines out year funding. This year there was an ISR Report Advisory Board lead by MG Lesniak. For the first time ever, the Army Reserves was able to formally propose new performance measures and changes to existing performance measures for the final approval at the 2011 workshop to the Assistant Chief of Staff Installation Management (ACSIM). This resulted in introducing 72 new Army Reserve performance measures and revising approximately 400 existing performance measures.

➤ Mr. Paskvan and Mr. Diehl identified all Contract Manpower Equivalent (CME) requirements in support of the USARC CME in-sourcing crosswalk process to convert contractors to General Schedule (GS) requirements. In-Sourcing is the conversion of any contracted service or function to Department of Defense (DOD), Department Army Civilian (DAC) or military performance that could be considered to be inherently governmental. Our document annotated 24 authorizations in DPW for FY 2012; there were 19 authorizations in DPW for FY 2013; and 38 authorizations in DPW, there were 26 authorizations for DOL; four for IMO and four for DHR in FY 2014. There were 43 authorizations from DPW that were taken back due to civilian shortages in FY 2012.

➤ The Army Suggestion Program was introduced this year to our customers. This program encourages Soldiers and Civilians to submit ideas that increase the efficiency and productivity of the Army. There is a cash award incentive up to \$25,000 for adopted ideas that save government resources. This office received 10 suggestions for CY 2011 and these have been sent forward for review.

➤ The Army Reserve Installation Management Directorate (ARIMD) partnered with Installation Management Command (IMC) and the US Army Manpower Analysis Agency (USAMAA) formed a study team to prepare a manpower survey at Fort McCoy and six directorates of this headquarters. The six directorates were Director Public of Works (DPW), Resource Management Office (RMO), Director Human Resources (DHR), Internal Review (IR), Public Affairs Office (PAO), and Safety Office. During the manpower study process, the on-site interviews were cancelled due to contract conflicts within ARIMD.

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Table 1: Supported Unit Summary

<b>O &amp; F Commands</b>	<b>AA/DUI C</b>	<b>Off Req</b>	<b>Off Auth</b>	<b>WO Req</b>	<b>WO Auth</b>	<b>ENL Reg</b>	<b>ENL Auth</b>	<b>AGGR Req</b>	<b>AGG Auth</b>
11 AVN CMD	17	28	28	89	89	333	333	450	450
75 TNG DIV	11	370	370	3	3	231	231	604	604
80 TNG CMD	34	246	246	25	25	1569	1569	1840	1840
84 TNG CMD	10	298	298	18	18	394	394	710	710
85 SPT CMD	31	638	500	19	19	1311	1249	1968	1778
87 SPT CMD	9	188	170	6	6	375	339	569	515
103 ESC	175	422	422	80	80	4757	4757	5259	5591
108 TNG CMD	56	434	434	32	32	1705	1705	2171	2171
200 MP CMD	109	202	202	58	58	3432	3432	3692	3692
310 ESC	236	486	486	106	106	6270	6270	6862	6862
335 SC CMD	31	62	62	8	8	788	788	858	858
79 SSC	115	455	455	136	136	3445	3445	4036	4036
377 TSC	3	158	158	48	48	328	328	534	534
416 EN CMD	321	678	678	102	102	7388	7388	8168	8168
807 MDSC	184	1532	1532	104	104	4254	4254	5890	5890
AR-MEDCOM	21	757	755	8	8	1303	1301	2068	2064
DSC	17	57	57	4	4	493	493	554	554
JSTSC	79	422	422	22	22	375	375	819	819
MIRC	42	226	220	80	80	947	936	1253	1236
USACAPOC	156	805	805	9	9	3064	3064	3878	3878
USARC	25	485	485	42	42	1055	1055	1582	1582
<b>Subtotal</b>	<b>1683</b>	<b>8928</b>	<b>8734</b>	<b>996</b>	<b>968</b>	<b>43732</b>	<b>43659</b>	<b>53626</b>	<b>53361</b>
<b>Subordinate Units</b>	<b>AA</b>	<b>Off/Req</b>	<b>Off/Auth</b>	<b>WO/R eq</b>	<b>WO/Au th</b>	<b>Enl/Reg</b>	<b>Enl/Auth</b>	<b>AGGR/Req</b>	<b>AGG/Auth</b>
85 Army Band	1	0	0	1	1	39	39	40	40
204 Army Band	1	0	0	1	1	39	39	40	40
312 Army Band	1	0	0	1	1	39	39	40	40
338 Army Band	1	0	0	2	2	60	60	62	62
451 Army Band	1	0	0	1	1	39	39	40	40
484 Army Band	1	0	0	1	1	39	39	40	40
<b>Subtotal</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>255</b>	<b>255</b>	<b>262</b>	<b>262</b>
<b>Totals</b>	<b>1689</b>	<b>8928</b>	<b>8734</b>	<b>1003</b>	<b>975</b>	<b>43987</b>	<b>43914</b>	<b>53888</b>	<b>53623</b>

Table 1 provides a summary of the supported commands and their troop strength with the 88th RSC in December 2011.

**Source Documentation**

- Legal Operation Detachment (LOD Map)

**Reference Files**

- USAR Structure (USTRUC) Message for FY 11-16
- USARC Structure message (USTRUC)
- ARSTRUC (Army Structure Message)
- USARC Army Reserve Force Programs Command Plan

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### Public Affairs Office (PAO)

#### Executive Summary

The 88th RSC PAO continued to aggressively publicize the 88th RSC and USAR key messages and achievements during a year of significant staff turnover.

The 88th RSC PAO completed several community relations projects, which included six presidential wreath laying events. The PAO is responsible for managing command and public information by responding to internal and external queries. The PAO published and disseminated command and public information products through print articles and broadcast news packages.

#### Mission and Organization

##### **Mission**

PAO provides guidance to the 88th RSC Commanding General regarding the impact on the civilian news media of all command actions and decisions. PAO manages the command's public information, command information, and community relations programs.

##### **Organization**

PAO consists of three full time staff comprising: two Military Technicians (MILTECH) and one Active Guard and Reserve (AGR) Soldier. These positions are augmented by three Troop Program Unit (TPU) positions with the ranks of Lieutenant Colonel (LTC), Staff Sergeant (SSG) and Sergeant (SGT).

For CY 2011, the office was staffed by one AGR Sergeant First Class (SFC), Osvaldo Sanchez; one TPU Soldier on Active Duty for Operational Support-Reserve Component (ADOS-RC), SFC Darrin McDufford; who was on orders from January to March 2011. Mr. Darrin McDufford, started work as a General Schedule-11 (GS-11) Public Affairs MILTECH on March 10, 2011, while also maintaining TPU membership in the 88th RSC PAO staff. LTC Paula Jones served as Chief, Public Affairs from January 2011 to August 2011. In November 2011, LTC Mark Huesmann (TPU), Chief, Public Affairs; and Mr. Randy Belden (GS-12), senior Public Affairs Specialist/MILTECH, joined the 88th PAO.

##### **Personnel**

LTC Paula Jones	Chief, Public Affairs,	January 2011 to August 2011
LTC Mark Huesmann	Chief, Public Affairs,	November 2011
Mr. Randy Belden	Senior Public Affairs Specialist	November 2011
Mr. Darrin McDufford	Public Affairs Specialist	March 10, 2011
SFC Darrin McDufford	ADOS-RC orders	January to March 2011.
SFC Darrin McDufford	TPU Soldier	March 2011
SFC Osvaldo Sanchez	AGR Soldier	January 1, 2011

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### **Significant Events and Operations**

- The 88th RSC PAO created the unit's Facebook page to disseminate information, used as a two-way communication tool, and to assist with crisis communication.
  
- 29 January – Provided support and planned the attendance of five Soldiers: Deputy Commanding General (DCG) (Brigadier General (BG) Alton G. Berry), the DCG's aide (First Lieutenant (1LT) Robert Runion), a PAO Soldier SFC Darrin McDufford, a chaplain (Chaplain (Major) Dan Knaup, and a Bugler SGT Martin Maggart) to the William McKinley presidential wreath laying ceremony in Canton, Ohio. Photos of the event are only posted on Facebook after the event.
  
- 5 February – Provided support and planned the attendance of five Soldiers: BG Berry, his aide, 1LT Runion, PAO SFC McDufford, Chaplain Knaup, and Bugler SGT Maggart for the William Henry Harrison presidential wreath laying ceremony in North Bend, Ohio.
  
- 12 March – Produced news story of all the 88th RSC bands participating at the Saint Patrick's Day Parade in Chicago. Event was in coordination with Office of the Chief of Public Affairs-Midwest.
  
- 7-10 April – Published story about Customer Focus Workshop at Salt Lake City, UT, in the command's Blue Devil electronic publication.
  
- 14 May – Produced print story and broadcast news package of the Army Strong Community Center Opening in Clackamas Community College, Portland, OR.



Laura Stultz (from center left), wife of the chief of the Army Reserve; Lieutenant General (LTG) Jack C. Stultz, chief of the Army Reserve, and Dr. Joanne Truesdell, president of Clackamas Community College, cut the ribbon on May 14, 2011, signifying the grand opening of the fourth Army Strong Community Center at the college in Oregon City, OR. Pictured far left, Paul Teters, an Army Strong Community Center coordinator, and his wife; Sgt. Barry McCain (far right), PFC Cody McCain, Barbara McCain, an Army Strong Community Center coordinator; and Katie McCain. The Army Strong Community Center connects those geographically dispersed families with support resources in their own community. The center is an information and referral office dedicated to assisting and supporting service members, retirees, veterans, and family members for all branches of the military, active and reserve.

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- 3-5 June - SFC Darrin McDufford provided photography and video support, and conducted training to the 85th USARSC PAO for their Change of Command ceremony in Arlington Heights, Ill. The 85th had the lead and the 88th RSC provided guidance.
- 16-25 June - SFC Sanchez and three other 88th RSC sergeants were tasked to be Platoon Sergeants for all competitors throughout the USARC Best Warrior Competition at Fort McCoy, WI. SFC Sanchez and SSG Kate Moreland were responsible for the NCOs; and SFC Diana Moyers-Siebels and SGT April Lucas lead the lower enlisted Soldiers. The Platoon Sergeants supervised and guided the competitors to all the events.
- 21 August – Produced and released print story on 338th Army Band performance at Pure Michigan 400 NASCAR Sprint Cup Series at the Michigan International Speedway, MI.



Members of the 338th Army Band pose with the U. S. Army Stock Car driven by Ryan Newman on August 21, 2011, at Pure Michigan 400 NASCAR Sprint Cup Series at the Michigan International Speedway, MI.



The 338th Army Band played on August 21, 2011, in front of more than 100,000 people during pre-race of the Pure Michigan 400 NASCAR Sprint Cup Series at the Michigan International Speedway, Mich. The race featured the U.S. Army stock car driven by Ryan Newman.

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- 23-25 August – Produced and released print story of Japanese-American veteran’s touring an Army vessel in Tacoma, Wash.



Washington state representatives, Japanese-American veterans and other dignitaries tour the U.S. Army Staff Sergeant Robert T. Kuroda Logistics Support Vessel-7 docked at the Osman, Arnold, and Kramer “OAK” Pier in Tacoma, WA on August 24, 2011.

- 1-5 September – Photographed the 88th Infantry Division’s 64th reunion in Washington, D.C.



The 85th Army Band from Arlington Heights, IL performed at the World War II Veterans Memorial in Washington, D.C., as part of the 64th reunion of the 88th Infantry Division. Photo was provided by SFC McDufford.

- 15-18 September - Provided public affairs guidance on Armed Forces Reserve Center opening for the 41st Infantry Division in Portland, OR. The center represents a Joint Readiness Center with the Army National Guard saving taxpayer money by consolidating facilities used by troops.

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- 9-12 November – Produced and released story of Army Reserve Day and Vancouver Reserve Center dedication at Joint Base Lewis/McChord in Vancouver, WA. Story was published on the 88th RSC’s website and Facebook page.
- 19 November - - Produced a story of the Ribbon Cutting Ceremony for a new facility in Arden Hills, MN.



The 203rd Transportation Company hosted a Ribbon Cutting Ceremony for the new facility on November 19, 2011, in Arden Hills, MN. The ceremony included an Army Community Covenant Signing. The Army Community Covenant is an opportunity for the 203rd Transportation Company and the Army Reserve to develop a partnership with the Arden Hills community and the state of Minnesota. It is a formal commitment of support between the local community and the Soldiers and Families of the 203rd Transportation Company. The signers of the covenant included U.S. Congresswoman Betty McCollum, Arden Hills Mayor David Grant, Ramsey County Sheriff Matt Bostrom, Lake Johanna Fire Department Fire Chief Tim Boehlke, Minnesota Army Reserve Ambassador Tom Haugo, Captain Wojciech Zajac from the Minneapolis Army Recruiting Battalion, and leadership from the 203rd Transportation Company and their higher headquarters.

- 21-23 November – Produced a story of wind turbine going operational at the Butte Army Reserve Center, Butte, MT.



The Army Reserve leads the way with the installation of a 50-kilowatt wind turbine at the Butte Army Reserve Center, Butte, MT. The turbine will have a life span of about 30 years and the Army Reserve center is expected to have minimal impact on the environment as part of the green initiative of the Army’s energy program.

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### Presidential Wreath Laying Ceremonies

The 88th RSC PAO coordinated the military representation with the White House Military Office and the cemetery and historical organizations that hosted the presidential wreath laying ceremony. The 88th RSC PAO disseminated all dates, times, locations, and other pertinent information to the general officer, chaplain and bugler to guarantee mission accomplishment. The 88th RSC PAO provided speeches to BG Cipolla and BG Berry, which articulated the importance and history of the event. The 88th RSC PAO photographed the ceremonies for reference and posted the images to social media websites Facebook and Flickr.

➤ BG Cipolla represented the 88th RSC during the following two ceremonies:

- 13 January, President William McKinley, Canton, Ohio.
- 7 February, President William H. Harrison, North Bend, Ohio.

➤ BG Berry represented the 88th RSC during the following three ceremonies:

- 22 August, President Benjamin Harrison, Indianapolis.
- 4 October, President Rutherford B. Hayes, Fremont, Ohio.
- 11 October, President Warren G. Harding, Marion, Ohio.



BG Alton Berry (right) and 1LT Robert Runnion pay their respects to President Rutherford B. Hayes on the 189th anniversary of the former president's birthday Oct. 4, 2011, at the annual wreath laying ceremony in Fremont, Ohio.

### STRONG BONDS Support

➤ 15 January – Produced a story about the Strong Bonds Single Soldier Enrichment retreat in Seattle. Story was released to the Strong Bonds webmaster. Strong Bonds retreats are arranged by the 88th RSC Chaplain's Office to help strengthen marriages of Army Reserve Soldiers.

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➤ 10 December - Assisted with providing public affairs support to the Strong Bonds Family retreat in Wisconsin Dells, Wis.

### **YELLOW RIBBON REINTEGRATION PROGRAM Support**

Photos are posted with captions to Facebook—Stories are written as necessary on extraordinary events/congressional visits.

➤ 18-20 March – Produced and released story of Yellow Ribbon event in Bellevue, WA.

➤ 15-17 April – Photographed the Yellow Ribbon event in Denver, CO.

➤ 21-22 May – Produced story of Yellow Ribbon event in Denver, CO.

➤ 11-12 June – Produced story of Yellow Ribbon event in Schaumburg, IL.

➤ 16-17 July – Photographed the Yellow Ribbon event in Schaumburg, IL.

➤ 20-21 August – Photographed the Yellow Ribbon event in Schaumburg, IL.

➤ 9-11 September - Assisted with providing public affairs support to Yellow Ribbon Event in Schaumburg, IL.

➤ 21-23 October – Photographed the Yellow Ribbon event in Schaumburg, IL.

➤ 17-18 December – Photographed congressional leader visit in Yellow Ribbon event in Denver.



Chief Warrant Officer 5 James Anderson, 88th RSC Chief Warrant Officer, speaks to Soldiers July 16, 2011, at a Yellow Ribbon Reintegration Program event in Schaumburg, IL. He addressed the needs and concerns for Soldiers who have recently returned from deployment and encourages them to take advantage of the classes and displays to provide them with reintegration tools.

### **Source Documents**

## UNCLASSIFIED

- Blue Devil Jan-Jun 2011 [P:\Public\PAO\\_Public\PUBLISHED\MZ-Blue Devil-20110210-2010 YEAR IN REVIEW.pdf](P:\Public\PAO_Public\PUBLISHED\MZ-Blue Devil-20110210-2010 YEAR IN REVIEW.pdf)
- Blue Devil Jul-Dec 2011 [P:\Public\PAO\\_Public\PUBLISHED\MZ-Blue-Devil\\_2011-Summer-201108041100sm.pdf](P:\Public\PAO_Public\PUBLISHED\MZ-Blue-Devil_2011-Summer-201108041100sm.pdf)
- MZ-Blue-Devil\_2012-01

### **Reference Files**

- AR 360-1 Army Public Affairs Program, 15 Sep 00
- AR 360-1, Para. 8-4 p. 34 (Presidential Wreath –Laying Ceremony)
- AR 360-1 Army Public Affairs Program Appendix I, Presidential Wreath –Laying Ceremony, I-1 Army Command responsibility for ceremonies, page 79FM 46-1, Public Affairs Operations, 30 May 97

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### **RESOURCE MANAGEMENT OFFICE (RMO)**

#### **Executive Summary**

The 88th RSC RMO closed the third chapter of its Funding Authorization Document (FAD) Holder Responsibilities as an RSC. During CY 2011, the RMO converted to a new financial system called the General Funds Enterprise Business Systems (GFEBS). Part of the conversion to GFEBS required each employee involved in any part of the funding process to complete over 120 hours of GFEBS specific training in addition to competing mission requirements. With the implementation of GFEBS, employees who were not required to be trained in the past are now required to be trained and certified in GFEBS. This was an extremely large undertaking as many supervisors and employees that only have a minor play in the USAR financial system, had to become fully trained in GFEBS. In addition, all USAR funding capabilities had to be incorporated in order to complete purchase requisitions, which was previously accomplished through Aquiline also known as PRWeb. As attempts were made to transfer funds between the Resource Management Tool (RMT) and IMCOM Online (IOL), also known as legacy systems, to GFEBS the funds were often distorted or miscalculated. Because of the miscalculations, the USARC and Office of the Chief Army Reserve (OCAR) balances of funds did not reflect current funding levels in the different systems. This caused the RMO to struggle with balancing the books in multiple systems, until the second week of August. Compounding this issue was the fact that the USAR was operating on only a six-month Continuing Resolution Authority (CRA), which limited the ability of the 88th RSC to execute funds in a traditional manner. The challenge of the GFEBS conversion and CRA were met with cooperation and support from the 88th RSC Directorates and all budget analysts. The Operational, Functional, Training, and Support (OFTS) Command Resource Management Offices (RMOs), contributed to our ability to conduct a highly successful and organized year end close-out in September 2011. Overall, the RMO staff was very successful in meeting all financial obligations while migrating to one financial system (GFEBS) and have grown together as one cohesive, dedicated and highly competent team.

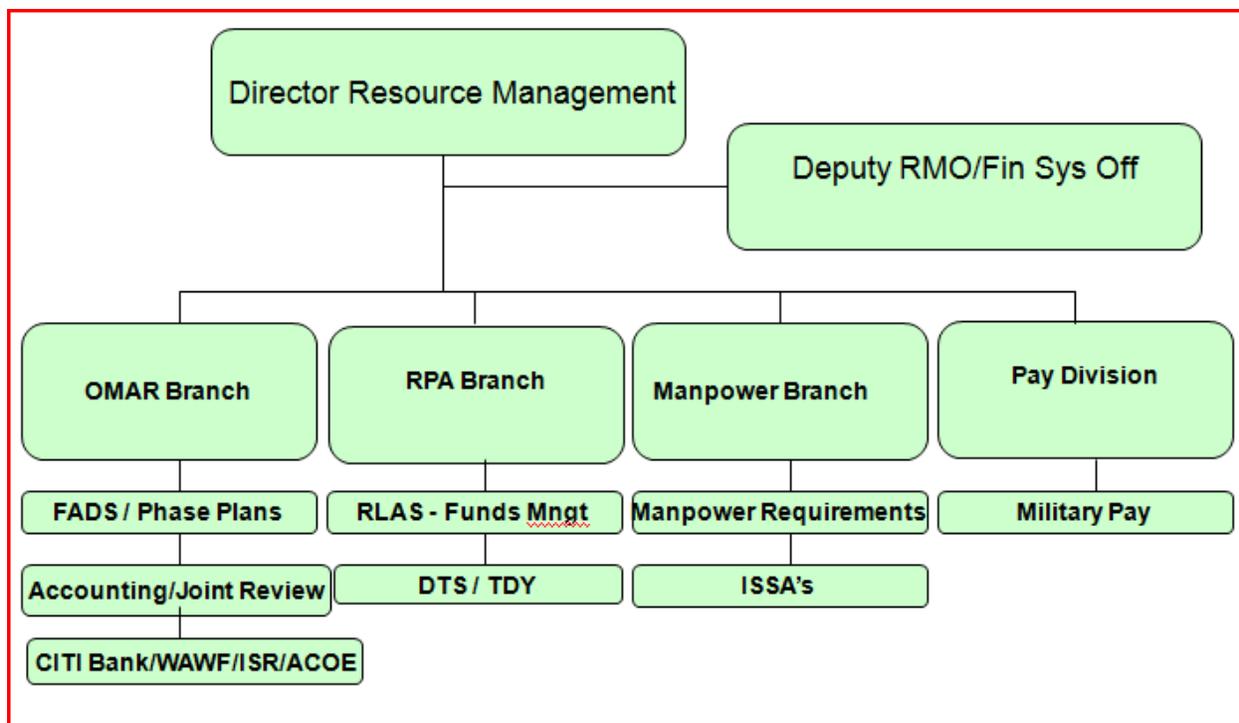
#### **Mission and Organization**

##### **Mission**

Serve as the 88th RSC's principal staff office for overall management of RSC financial resources. Direct RSC programming, budgeting, financial execution, pay support, accounting support and management functions. Has administrative control, as delegated by the Commanding General for all mission and BASOPS appropriated funds. Act as the Fund Allowance Document (FAD) holder for all RSC activities and Functional Commands within the AOR of the RSC. The 88th RSC RMO is accountable to the USARC for accounting and management of fund control designated for HQ RSC and supported Functional Commands; administer the USAR pay program for all units within the RSC AOR during peacetime and mobilization; oversee management staff activities to include management of improvement programs, activities and studies; administer all automated financial systems; and manage both the Government Travel Card and Government Purchase Card programs.

##### **Organization**

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**Key Personnel**

- |                          |  |
|--------------------------|--|
| ➤ Mr. Kenneth W. Voegele | Director, Resource Management (DRM)                    |
| ➤ MAJ Ed Van Ravenstein  | Deputy DRM and Financial Systems Officer               |
| ➤ Ms. Debra Dalton       | Supervisory Budget Analyst, Operation and Maintenance, |
| ➤ Mr. Stephen Paulick    | Supervisory Budget Analyst, Reserve Personnel, Army    |
| ➤ (RPA)                  |  |

**RMO Full Time Support Staff**

- |                         |   |
|-------------------------|---|
| ➤ Ms. Rebecca Burr      | RPA Budget Analyst                                |
| ➤ Mr. Ira Bradford      | RPA Budget Analyst                                |
| ➤ SFC Robert Albert     | Budget NCO  |
| ➤ Mr. Robert Runnion    | OMAR Budget Analyst                               |
| ➤ Mr. Scott Klaassen    | OMAR Budget Analyst                               |
| ➤ Mr. William Carter    | RPA Budget Tech                                   |
| ➤ Ms. Kari Flores       | OMAR Budget Analyst                               |
| ➤ Ms. Shannon Geisler   | OMAR Budget Analyst                               |
| ➤ Ms. Bonnie Hilt       | OMAR Budget Analyst                               |
| ➤ Ms. Rose Jeatran      | Accountant  |
| ➤ Ms. Tracey McGinnis   | OMAR Budget Tech                                  |
| ➤ Mr. Laverne Barnhardt | RPA Budget Tech                                   |
| ➤ Mr. Kirkland Diehl    | Management Analyst                                |
| ➤ MSG Joseph McLean     | Finance Operations Chief (retired on 26 July 11)  |
| ➤ MSG Scott Arispe      | Financial Operations Chief (reported 8 August 11) |
| ➤ SFC Kimberly Kusar    | Finance NCO                                       |
| ➤ SGT Robert Knourek    | Finance NCO                                       |

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- Mr. Alan Lanners Financial Admin Specialist
- Mr. Peter MacKillop Financial Admin Specialist

### **Troop Program Unit (TPU) Reservists**

- 2LT Robert Runnion Finance Officer
- SFC Tammy Madden Finance NCO
- SGT Kimberly Neman Finance NCO

The RMO staff won many awards for the year: Mrs. Bonnie Hilt, Budget Analyst, received Employee of the Month for March 2011. During the course of her duties Mrs. Hilt provided program support to the headquarters, as well as the customer units, facilities and external units not under the 88th RSC. She was nominated by her peers and supervisors for taking the initiative to resolve all issues in a professional manner, displaying superior communication and coordination skills and superior customer service. In addition the 88th RSC RMO Budget Analysts Team won Team of the Quarter for the fourth quarter of FY 2011. The team overcame many challenging and time consuming obstacles throughout FY 2011. They continued to have a positive attitude, and were the first command in the USARC to attain 100 percent total funds execution by end of FY 2011. Due to high efficiency and execution, the 88th RSC acquired an additional \$4M of year-end funding from USARC for command priorities, which is a list approved by the commanding general of projects that should be funded if funds became available at year end. One example of this is fitness equipment for centers in the 88th RSC AOR.

### **Significant Events and Operations**

The Finance Division saw its share of growth in mission requirements during CY 2011. The USARC delegated the 88th RSC to do two pay workshops within the region, which were held in St. Louis, Missouri and Minneapolis, Minnesota. Our pay team's ability to apply financial expertise into real world training events contributed to the success of all workshops throughout USARC. The team presented courses to train attendees; which included unit administrators, pay NCO's and personnel technicians; from all unites from major subordinate commands down to company and below. Training consisted of how to submit Soldiers' pay for drill, annual training or active duty training; how to submit for bonuses; and how to read reports and search for issues if a Soldier did not receive their pay.

USARC requested the 88th RSC Pay Team to assist other RSC's with four additional pay workshops held in Orlando, Florida; San Antonio, Texas; Virginia Beach, Virginia and Atlanta, Georgia.

The Pay Division also successfully completed Quality Assistance Visits (QAV) on many units within the 88th RSC AOR. Any command or unit within the 88th RSC AOR can request assistance visits from our Pay Team.

The Pay Team has an inquiries hotline and email address for Soldiers to contact the team if they have a pay inquiry. Soldiers are directed to use their chain of command at their units prior to contacting the 88th RSC; however, if they do not receive assistance or still think there is an issue then they can contact the pay division directly. This service supports TPU Soldiers only, and is

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not intended for AGR's. The Pay Team averages about 20 pay inquiries a day. Many Soldiers seek out the Pay Team in order to secure in person assistance when they are visiting the RSC on other business.

Members of the pay team have received numerous commendable Interactive Customer Evaluation (ICE) comments throughout the year. These comments reflect whether the customer thought the service or training was positive or negative. In CY 2011, the Pay Team did not receive even one negative comment and continues to lead all other RSCs in customer support metrics which truly defines 'Best in Class' customer service.

The RMO closed Fiscal Year 2011 with a 100 percent obligation rate in all funding categories that the 88th RSC managed. This was largely due to the great team effort of the staff and budget analysts (BA). The staff came together as a team and developed quality Un-Resourced Requirements (URR's) as indicated below by the funds received throughout the year and in the last few days of the Fiscal Year (FY). All budget analysts were continuously insuring funds were executed for the intended purposes in accordance with (IAW) USARC Budget Guidance.

The four funding categories that the RMO dealt with in CY 2011 include: RPA, OMAR Legacy, OMAR GFEBs, IMA Legacy, and IMA GFEBs, and OMA.

➤ **RPA** This is the appropriation (2070) that covers reserve personnel for pay and allowances, clothing and initial replacement, subsistence, bonuses, schooling, death gratuities and other related expenses for USAR personnel in connection with performance of Active Duty Training (ADT), Inactive Duty Training (IDT), Initial Active Duty Training (IADT), Annual Training (AT) or other equivalent training. RMO started the year with \$58.9M and received an overall increase of \$86.7M, which brought the total to \$145.6M by the time of closure in FY 2011. As reflected below we received additional funding slowly with the CRA in place for the first six months of FY 2011

During the month of November 2010 (FY11) we received an additional \$8.1M from USARC. Then in December we received another \$665.7K. Most of that money went to the 807th Medical Deployment Support Command (MDSC) and 416th Theater Engineer Command (TEC) for annual training.

In January 2011 the Program Budget Guidance (PBG), which is our guidance showing what amount of funds we will be receiving for the year in each category, increased from the initial guidance of \$131.3M to \$136.5M. We actually received an additional \$1.4M giving the 88th RSC and the OFTS commands that we are the bankers for a total of \$69.1M.

In February the Allotment Serial Number (ASN) total increased by \$5.7M giving the command a total of \$74.8M. The PBG also increased to \$147.3M. These funds were received due to the excellent execution rates by the staff and commands.

During the month of March RMO received an additional \$36.2M for the exercises that the OFTS commands participate in, Drug Reductions Programs, Family Programs, Retention, and Logistics Automation courses.

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During the month of April RMO received an additional \$37.8M giving the command a total of \$148.8M to match the PBG.

During the month of May RMO received an increase of \$221K. The 807th MDSC returned \$1.1M of weapons mass destruction funds which they did not need in return for \$1.3M of mobilization funds which they could use for mobilizing units.

During the month of June RMO received an increase of \$434.5K. This increase consisted of school funds for the 88th Headquarters, Bands, 416thTEC and 807th MDSC. The PBG was increased by USARC to \$149.4M.

The month of July USARC increased the PBG to \$150.1M and transferred \$619.4K in funding for schools to the 807th MDSC.

During the months of August and September funds were consolidated at the RSC level from the staff directorates and the OFTS commands. These funds were distributed to commands or staff that needed additional funding and were postured to obligate it by the end of the FY. A total of 4.5M was returned to the USARC. All funds mentioned above were being managed by the RMO. Daily coordination with staff, OFTS Command RMOs, and 88th RSC Budget Analysts was key to successfully obligating all managed funds, allowing 100 percent accountability for closeout by the end of FY 2011.

During the month of October 2011 (FY 2012) the 88th RSC RMO received \$1.6M in RPA for Soldiers from USARC. In November another \$200K in RPA was received, and in December RMO received an additional \$300K in RPA from USARC.

➤ **OMAR** OMAR funds are used for training, organization and administration, repair of facilities and equipment, travel, transportation or shipment of equipment, care of the dead, recruiting, services, supplies and equipment, communications, rents and utilities and civilian pay and benefits for the USAR. RMO started the fiscal year in the Resource Maintenance Tool (RMT) Legacy system, which was the original financial system used to do bookkeeping of received funds. These funds started at \$48.3M and we closed the legacy system with \$86.7M, an overall increase of \$38.4M. OMAR was a challenge as we changed to the GFEBs system in April 2011. All budget analysts and many other individuals in the directorates, OFTS Commands, and units were involved and had to go through 120 hours of GFEBs training. RMO, DPW, DOL and DHR personnel had to build the data to be loaded into GFEBs, while undergoing a CRA and keeping legacy systems working. The data consisted of over 80,000 lines of data, about every facility in the 88th RSC and every position in the 88th RSC AOR. The 88th RSC RMO had to provide the names of all personnel that would input data into each area, such as purchase requests (PR). The 88th RSC RMO then had to identify those personnel who could approve PRs, identify which employees would approve information management requirements and property book items as well as identify those employees authorized to approve funding. If a purchase order was over \$100K then RMO authorized personnel had to approve the expense.

The GFEBs system started in April with \$8M and executed a total of \$34.7M for an increase of \$26.7M. This money included the funds for all subordinate OFTS Commands within the 88th

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RSC AOR. All increases came from USARC and were largely due to the RSC staff sections and OFTS Command RMOs submitting well written URRs that were validated by the USARC programs managers in the appropriate section: training, logistics, information management or personnel. The URRs enabled the 88th RSC to do additional training or purchase additional equipment for facilities or units in the 88th RSC AOR.

During the months of October thru December 2010 we received \$13.1M. These funds brought our total to \$61.4M in Legacy OMAR funds for various programs such as Strong Bonds, Family Programs, and Yellow Ribbon funds. RMO also received four changes to the PBG during FY 2011.

During the months of January thru March -the 88th RSC received an increase of \$15.4M in Legacy funds to bring us to \$76.8M. Most of the increases were due to the USARC G3/5/7 distributing funds down that were being withheld by the USARC.

During the months of April thru June the RMO underwent many increases and decreases in the PBG and funds transfers into GFEBS. However, what was pulled out of RMT and what was supposed to be transferred came back to us in GFEBS as different type of funds. The PBG did not change in accordance to the RSC requests so it created a lot of confusion and much anxiety to balance the systems to the USARC program guidance. There was not a smooth transfer and transition to the GFEBS in FY 2011. The PBG was not updated for many weeks and when it was finally published it was inaccurate or did not match what was actually given to the 88th RSC in the systems. This went on for four months. The 88th RSC RMO then had to have funds pushed back into OMAR Legacy because of purchase requisitions not going through to contracting or the logistics parts and equipment requisitions not coming through or flowing in GFEBS correctly. Although the financial systems were not properly transferring from legacy to GFEBS, funding needed to be provided to ensure all ECS, AMSA and BMOs could properly function to maintain and service USAR equipment. Thus it was business as usual except the funding mechanism was skewed. The 88th RSC RMO was able to ensure that funding was available so that there were no interruptions in services provided even though the financial systems were not talking to each other. During this period we had an increase of \$7.6M bringing our total to \$84.4M in legacy funds. These funds were a combination of Strong Bonds, Family Programs, Yellow Ribbon and the Army Reserve Readiness Training Center (ARRTC) command training funds.

During the months of July through August we increased \$2.3M to our final \$86.7M in Legacy funds, which we closed to zero on 30 September 2011. After many increases and decreases in funding levels from Legacy to GFEBS, and vice versa, we finally were able to balance to the PBG in August. On 27-28 September the 88th RSC received additional funding of \$1.6M that other commands were unable to obligate.

During April GFEBS funding was pushed by USARC thru GFEBS to the RSC and the 88th RSC RMO then had to push the funds to the OFTS commands. This was the process until 26 September when GFEBS controllers decided to change the levels in GFEBS of who would receive funds, creating ASN's (Level 3 in GFEBS) for each OFTS Command in the 88th RSC AOR. This change was made two days prior to FY 2011 close out date of 28 September. This

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new distribution plan limited the 88th RMO in its ability to support OFTS Commands as we had the year prior in GFEBS. OFTS Commands had to come online in roles that they did not have or needed previously. Due to the hard work of the OFTS Command RMO's and the RSC Budget Analysts the 88th RSC was able to assist OFTS Commands in fully executing all funds and close the system to zero,

During the month of October 2011 (FY 2012) the 88th RSC received \$2.4M in OMAR for supplies and travel from USARC. The OFTS Commands were aligned to receive their funding directly from USARC for this FY so the 88th RSC RMO did not get their OMAR funding. In November the 88th RSC RMO received another \$6.M in OMAR for travel and supplies and in December the RMO received an additional \$7.M in OMAR funds.

➤ **IMA** IMA is the BASOPS funds used to pay for facility repairs, ground maintenance, custodial, utilities, rents, and all other BASOPS related services within the 88th AOR. The FY 2011 Annual Funding Program Projected Distribution came out on 21 October 2010 and gave the 88th RSC \$93.2M in IMA Legacy funds. These funds increased over the initial allotment by \$6.9M. In April the 88th RSC received 4.2M in IMA GFEBS funds and this total was increased by \$11.2M by year end. \$84.7M was executed in IMA Legacy and \$15.4M was executed in IMA GFEBS. Each system closed with a zero balance.

There were many challenges for the IMA funding. Not only did the Budget Analysts have to take numerous hours of training to use GFEBS, but several other employees, such as supervisors, program analysts, projects analysts and systems personnel who had never even touched a Purchase Requisition (PR) were required to take the GFEBS training. These additional personnel were required because GFEBS is set up with additional roles and division of roles that safeguard our processes and prepare us for future audit readiness. What could previously be accomplished by one or two employees now required four or five employees. The addition of these new roles caused the process to bottle neck if an employee in the process flow was unavailable. To avoid this, every section had to identify and train multiple employees to provide approval at various steps of the creation of a PR in GFEBS. The interfaces, which were sending data PR to contracting, did not work at first. For example, many steps, such as certifying the PR, which was the step to send a PR to contracting, did not work. This caused RMO to have to remove the certification and try changing items in the PR and then recertify the PR again to enable GFEBS to complete the transaction. Many lessons were learned for all of the USAR as the 88th RSC was the first RSC to convert to GFEBS. The GFEBS system was first tested by garrisons on installations where all parties are basically local, unlike an RSC structure. The RSC is located at one location with facilities and activities spread out over a 19-state area. GFEBS was a whole new way of doing business for the RMO or any other directorate trying to purchase supplies and services as well as for contracting.

The IMA service funding total for FY 2011 was \$46M in Legacy and \$9.5M in GFEBS. The Sustainment, Restoration, and Maintenance (SRM) funding was \$38.7M in Legacy and \$5.9 in GFEBS. These totals resulted in many projects that had been previously shelved to be put into contracts throughout the 88th RSC AOR.

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➤ **Government Travel Card (GTC)** Another area the RMO was responsible for was monitoring the delinquency rates (sent out by USARC) for Soldier and civilian employees who are issued a government travel card. The 88th RSC was recognized for their responsibility of supervising and maintaining some of the best Citi Bank statistics among the RSC's and OFTS Commands in USARC for Delinquent Dollars and Card Holders.

### Source Documents

- United States Army- Reserve Command (USARC) Deputy Chief of Staff, Comptroller,
- FY 2011, Funding Guidance
- FY 2011 Fund Flow Distribution (Initial Distribution)

### Reference Files

- DFAS Manual 7097.01; DFAS – IN Manual 37-100-11; DFAS - IN Regulation 37-1; DFAS Policy Memorandums <http://www.asafm.army.mil>
- Standard Finance System (STANFINS) User Manual
- USARC Pamphlet 37-1; Defense Joint Military Pay System – Reserve Component (DJMS-RC) Procedures Manual
- 88th RSC 37-1

## **SAFETY AND OCCUPATIONAL HEALTH**

### **EXECUTIVE SUMMARY**

The 88th Regional Support Command (RSC) Safety and Occupational Health (SOH) Office is the advisor to the commanding general, MG Lesniak, on the safety and occupational health of the 19-state northwest Area of Operations (AOR). The Command Safety Focus for 2011 was to continue to provide world class Base Operations (BASOPS) safety support to all our customers within the northwest region. To achieve this goal we concentrated our efforts in providing training and safety awareness in motorcycle safety, privately owned weapons safety, reduction of personal injuries, and civilian loss time accidents. In collaboration with the Directorate of Logistics (DOL), Headquarters and Headquarters Company (HHC), and the 88th RSC six Army Bands, the Command Army Accident Avoidance Course completion rate improved from 60 percent to over 90 percent. Safety Standard Operating Procedure (SOP) templates were created for the 88th RSC Maintenance Activities, Army Bands, and Facilities to help improve their overall safety programs. In addition, a new Safety and Occupational Health Inspection Checklist was developed to help achieve the goal of improving the 88th RSC safety awareness throughout the 88th RSC AOR. The SOH performed 64 Safety and Occupational Health Inspections within the AOR on Maintenance Activities, Army Bands, United States Army Reserve (USAR) Facilities and Arms Rooms to help improve workplace safety. With Soldier's safety in mind, SOH developed a Sleeping in Reserve Center Guide, which outlines all the requirements for incidental sleeping in Reserve Centers in order to support mission requirements for Soldiers. The 88th RSC motorcycle safety program provided over 50 Soldiers basic and advanced motorcycle safety training courses.

### **Mission and Organization**

#### **Mission**

The SOH Office's mission is to plan, organize, direct and evaluate the Safety and Occupational Health programs for all 88th RSC functions and activities such as personal protective equipment, occupational health, and ergonomics. SOH provides technical advice and guidance to the CG, RSC Staff and subordinate units on compliance with the Army Reserve Safety Program, federal, state and local laws and regulatory requirements. SOH continually strives to improve safety support to Area Maintenance Support Activities (AMSA)s and Equipment Concentration Sites (ECS)s, Facility Operations Supervisors, and RSC Directorates and staff within the 88th RSC AOR. SOH maintains liaisons with the 63rd, 81st, and 99th RSCs, federal, state and local safety and occupational health organizations.

#### **Personnel**

- |  |                     |
|--|---------------------|
| ➤ Occupational Safety & Health Manager           | Mr. Michael Curtis  |
| ➤ Senior Occupational Safety & Health Specialist | Mr. Michael Boldon  |
| ➤ Occupational Safety & Health Specialist        | Ms. Elisabeth Carey |
| ➤ Occupational Safety & Health Specialist        | Mr. Robert Durand   |
| ➤ Occupational Safety & Health Specialist        | Mr. Randy Eddy      |

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### **Significant Events and Operations**

- The 88th RSC Safety Office strived to provide superior customer BASOPS support to AMSA/ECS maintenance supervisors, supported Operational, Functional and Training commands (OFT), and 88th Army Bands by performing 64 Safety and Occupational Health Inspections on their facilities.
- During this year SOH updated and purchased over 150 new training videos and digital video disks (DVDs) to support customer's back injury prevention program, forklift operations, new employee orientation, and other training needs.
- SOH processed over 120 requests for training videos, DVDs and reference materials in support of Semi-annual DOL Safety Training Stand Down .
- SOH coordinated and scheduled Maritime Confined Space Training Course and Lead Abatement Training for the DOL to support their mission needs.
- SOH collaborated with DOL and the Directorate of Public Works (DPW) in lead removal operations at Ogden, UT, by providing technical expertise and training in order to eliminate the lead dust hazard in building 11C.
- SOH investigated 84 civilian injuries and identified trends to directors and supervisors to improve their accident prevention programs.
- Motorcycle Safety Training has continued to be a primary focus throughout the Army Reserve. To assist in this goal, SOH coordinated over \$18,000 of motorcycle rider training courses, for over 50 soldiers in a myriad of locations, within the 88th RSC AOR.
- SOH developed a complete 88th RSC Motorcycle Safety Guide to educate Soldiers, Civilians and Family on the 88th RSC motorcycle safety program.
- To satisfy the 88th RSC customer's safety training requirements, SOH provided Additional Duty Safety Officer Courses, Occupational Safety and Health Administration (OSHA) 10 Hour Courses, and Marine Confined Space Courses for the O&F and Training Commands and our maintenance activities within the northwest region.

### **SOURCE DOCUMENTATION**

- 88th RSC Motorcycle Safety Policy, Jan 14, 2011

### **REFERENCE FILES**

- Army Reserve Safety Program:  
<http://www.stargateresource.com/army/armypersonnelonly/soldiers/training/ADSO/Publications/Reserve%20Regs/USARreg385-2.pdf>
- Army Safety Program: [http://www.army.mil/USAPA/epubs/pdf/p385\\_10.pdf](http://www.army.mil/USAPA/epubs/pdf/p385_10.pdf)
- Army Safety Center Home Page: <https://safety.army.mil/>
- For all 88th RSC Safety SOP:  
<https://xtranet/Organization/MSCs/RSCs/88RSC/Safety/Safety Shared Docs/Reserve Maint Sample SOP October 2011.docx>

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**OFFICE OF THE STAFF JUDGE ADVOCATE (OSJA)**

**Executive Summary**

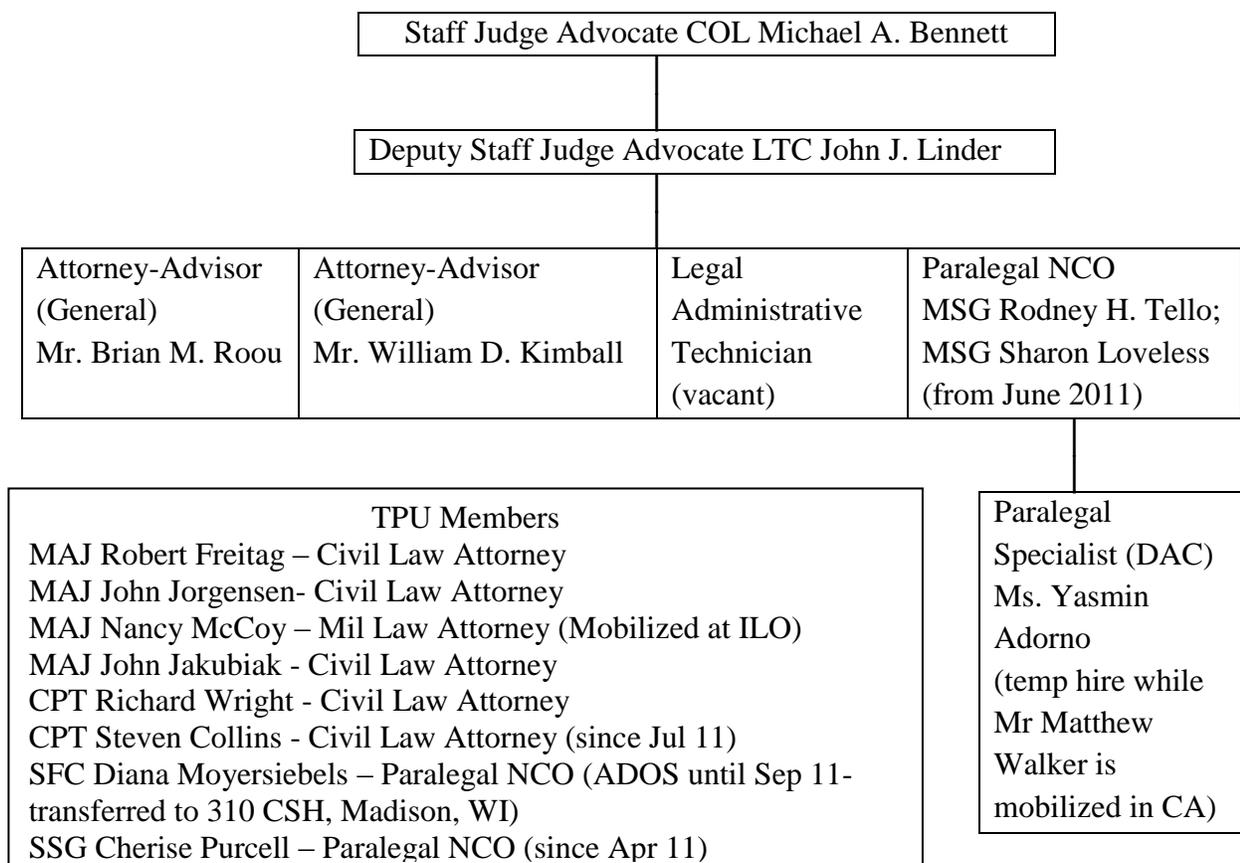
The 88th RSC Office of the Staff Judge Advocate (OSJA) was established on 19 September 2008. It continued operations in CY 2011 by providing legal counsel to the command in matters relating to military justice, administrative law, fiscal law, real estate, environmental law, civil law, separation actions, operational law, and claims.

**Mission and Organization**

**Mission**

The Staff Judge Advocate (SJA), 88th RSC, Fort McCoy, Wisconsin, serves as the legal advisor to the Commanding General (CG) and provides legal counsel and required services to the CG's staff and subordinate commanders for all matters relating to military justice, administrative law, fiscal law, real estate, environmental law, civil law, separation actions, operational law, and claims. The SJA also provides technical supervision for five command judge advocates and other judge advocates in the 19-state region comprising the 88th RSC AOR.

**Organization**



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### Personnel

During calendar year 2011, the OSJA was comprised of the following personnel:

➤ Colonel (COL) Michael A. Bennett, a Troop Program Unit (TPU) Soldier, held the position of Staff Judge Advocate, serving as the CG's principal legal advisor.

➤ Lieutenant Colonel (LTC) John J. Linder, an Active Guard Reserve (AGR) Soldier, held the position of the Deputy Staff Judge Advocate (DSJA). This is a key position in that the DSJA was the senior Full Time Support (FTS) legal advisor to the CG. The DSJA duties were as follows:

- Reviewed military law matters for officer and enlisted misconduct issues and other legal matters involving the status of military personnel.
- Provided legal opinions, advice, and correspondence for the Commanding General and subordinate band and HHC commanders.
- Planned, coordinated, and supervised support for all of the enlisted separation boards within the command.
- Implemented and reviewed actions involving administrative law issues in the command, including AR 15-6 investigations, commander's inquiries, and Inspector General (IG) investigations.
- Prepared military justice and JAG2 reports. The JAG2 is a report of serious offenses such as Article 15's, Driving Under the Influence (DUI), Civilian Felony Convictions, and Courts-Martial that is submitted to the USARC JAG.
- Provided periodic updates to the USARC SJA.
- Provided mandatory ethics training to the entire 88th RSC.

➤ Master Sergeant (MSG) Rodney H. Tello, an AGR Soldier, held the position of the Chief Paralegal. MSG Tello left for USARC in June 2011 and his successor was MSG Sharon L. Loveless. Duties of the Chief Paralegal were as follows:

- Supervised legal specialists and subordinate Noncommissioned Officer (NCO)'s at the OSJA, 88th RSC, and the paralegal specialists at Fort Snelling attached to the Soldier Readiness Processing (SRP) team in performing legal assistance duties, court-martial duties, and duties pertaining to non-judicial punishments.
- Generated reports for the monthly briefing slides to Commanding General, monthly JAG2 report to USARC, quarterly Installation Status Reports (ISR), which reports administrative and civil law, criminal law and discipline, and client services to the Programs Integration and Analysis (PAI) Branch.
- Implemented and managed the Administrative and Civil Law Services (ACLS) database which tracks Administrative and Civil Law actions; Client Information Services (CIS), which tracks Legal Assistance actions; Military Justice Online (MJO), which tracks Administrative Separation actions, and the OSJA SharePoint site, which provides posted information of OSJA to the 88th RSC staff and subordinate units.
- Reviewed and approved OSJA travel authorizations and vouchers in Defense Travel System.
- Set up administrative tracking for training attendance and pay within the OSJA.

➤ Ms. Yasmin Adorno-Negron was the office Paralegal Specialist, GS9, in 2011. The Paralegal Specialist duties were as follows:

- Processed legal reviews of Lines of Duty, Incapacitation Pay Claims, Administrative Separations, and 15-6 Investigations.

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- Processed General Officer Memorandums of Reprimand.
  - Generated monthly metrics to Quality Assurance Section of the US Army Judge Advocate General Corps.
  - Implemented and managed the ACLS database which tracks Administrative and Civil Law actions; CIS, which tracks Legal Assistance actions; MJO, which tracks Administrative Separation actions; Army Knowledge Online (AKO) Knowledge Center which is our online legal library; and the OSJA SharePoint site, which provides posted information of OSJA to the 88th RSC staff and subordinate units.
- Mr. William D. Kimball was an Attorney-Advisor (General), GS13, in 2011. This Attorney-Advisor's duties included providing legal advice and assistance to the CG and staff of the 88th RSC in the areas of fiscal law, contracts, environmental law, and ethics.
- Mr. Brian M. Rouo was an Attorney-Advisor (General), GS13, in 2011. This Attorney – Advisor's duties included providing legal advice and assistance to the CG and staff of the 88th RSC in the areas of adverse actions, military justice, AR 15-6 Investigations, Commanders Inquiries, Line of Duty investigations, Reports of Survey, and Incapacitation Pay claims.

### **Significant Events and Operations**

- The 88th RSC OSJA continued to support Yellow Ribbon Events throughout the year by providing attorneys to assist redeployed Soldiers and their Families with wills, powers of attorney, consumer law, creditor-debtor law and family law.
- CPT Richard Wright and SFC Diane Moyerssiebels provided JAG support to Joint Exercise Ulchi Freedom Guardian, Republic of South Korea, in August 2011.
- MSG Rodney Tello supported USARC Best Warrior Competition and Enlisted Judge Advocate Training (EJAT).

### **Source Documents**

- Memorandum, ARRC-SWI-JA, 1 July 2009, subject: Endorsement and Consolidation of Legal Offices
- Decision Memorandum, IMNE-MCY-JA, 24 June 2009, subject: Consolidation of Legal Offices – Fort McCoy Garrison and 88th RSC
- Memorandum of Agreement between Commanding General (CG), US Army Installation Management Command (IMCOM) and The Judge Advocate General, 18 October 2008, subject: The Provision of Legal Services and Support to US Army Installations.

### **Reference File**

- Army Regulation 27–1, Judge Advocate Legal Services, 30 September 1996

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### OFFICE OF THE COMMAND SURGEON

#### Executive Summary

In CY 2011, the 88th RSC Surgeon's Office played a key role in the reorganization and implementation of several key medical administrative processes in collaboration with the USARC, Office, Chief Army Reserve (OCAR), and the 63rd, 81st, and 99th RSC Surgeon's Offices. The 88th RSC Surgeon's Office procedures were often used as an example of 'Best in Class' service practices during this reorganization. In CY 2011, the Surgeon's Office key priorities, areas of focus and/or accomplishments included:

- Active involvement and key input in an April 2011 USARC Surgeon planning conference which resulted in the development of new physical profiling guidelines and a revised RSC profile request packet.
- Active involvement and key input in the development of the RSC case management process.
- In cooperation with the 88th RSC Health Services Branch of the Directorate of Human Resources (DHR), assisted and provided Surgeon Subject Matter Experts (SMEs) to the operation of the MED BACKLOG mission. The MED BACKLOG mission focuses on the review of all pending MEB/PEB cases for valid medical documentation and appropriate disposition.
- Conducted administrative and clinical support during Soldier Readiness Processing (SRP) Level II events to support mobilizing units for worldwide military operations. Conducted more than 3100 Level II SRPs during CY 2011.
- Reviewed/created approximately 4000 physical profiles and downgraded approximately 1000 profiles during CY 2011.
- Conducted follow up on approximately 600 urgent behavioral health referrals from Logistics Health Incorporated following Periodic Health Assessments (PHA).
- Revised key medical metrics tracked by the 88th RSC for its subordinate units (six Army bands). Assumed a direct role in working with 88th RSC subordinate units to improve medical readiness and provided medical readiness training for 88th RSC band unit administrators.
- Several medical readiness metrics improved in the second half of the calendar year. Periodic Health Assessment (PHA) improved from 81 to 86%, dental metrics improved from 80 to 82% and immunizations improved from 86 to 92%. PDHRA remained at 100%.
- Reorganized office functions and recruited, trained, and assimilated case management staff into the daily operations of the Surgeon's Office. Reorganized the operations of the behavioral health component of the office by integrating the Director of Psychological Health (DPH) into the department.

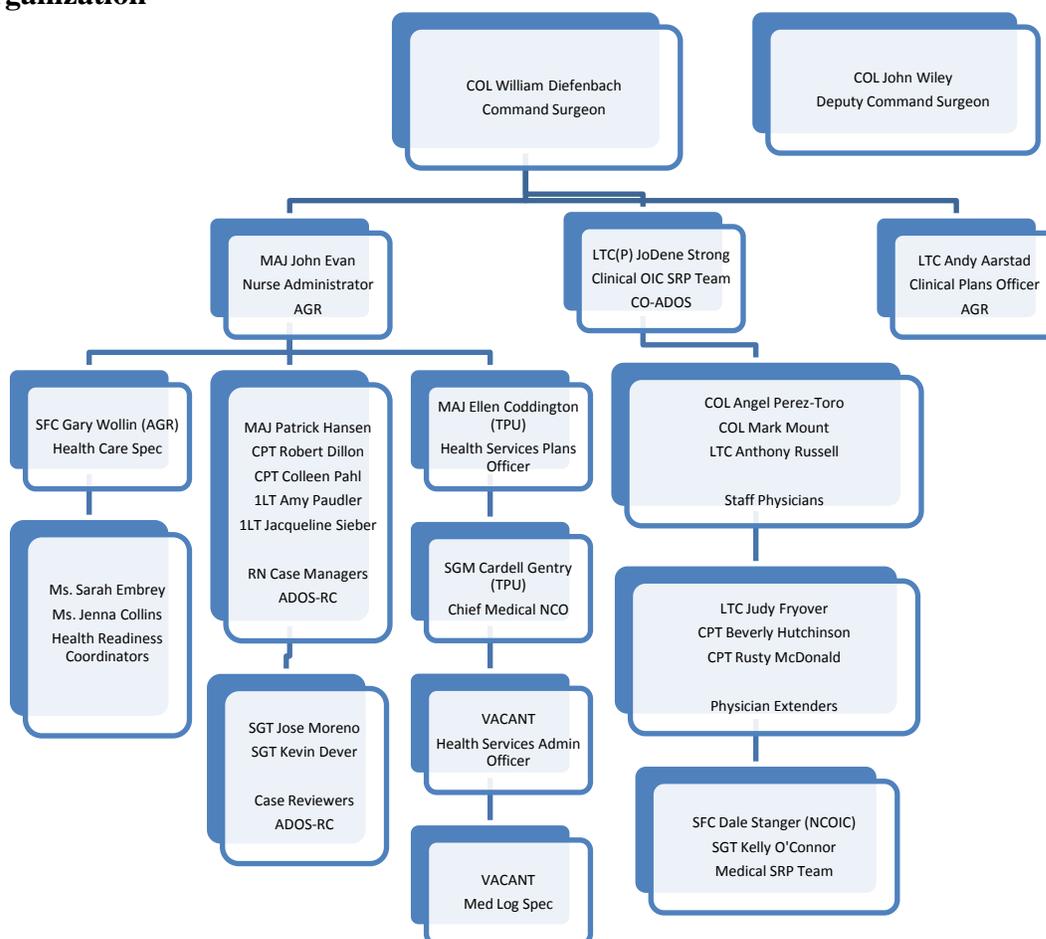
➤ Participated in the 88th RSC pilot program for the development of a section Smart Book. Each section is required to have a Smart book which is a reference book for the section. The Office of the Command Surgeon was in the pilot directorate for this program.

**Mission and Organization**

**Mission**

The Office of the Command Surgeon provides medical advice to the Commanding General, 88th RSC pertaining to medical plans, health care, and all medical operational matters as required. The Command Surgeon provides professional assistance and advice to the Commanding General and staff and supported commands on matters of medical readiness of Soldiers within the nineteen-state AOR. Additionally, the office provides expert medical advice and administrative support to OFTS Commands within the AOR. The office serves as a non-voting member of the Program Budget Advisory Committee (PBAC), as well as serves as Program Director for planning, programming, budgeting, execution and evaluation for which the Surgeon is the proponent, implements guidance and direction for individual and unit medical readiness, and develops medical board programs and implements boarding actions.

**Organization**



**Key Personnel**

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Key staffing additions during 2011 included the arrival of MAJ John Evan as the Nurse Administrator in June, Mr Jerry Nelson as the DPH in June, Ms. Jenna Collins as Health Readiness Coordinator in November, and the integration of seven new case management staff in the second half of 2011. TPU additions included MAJ Ellen Coddington as the Health Services Admin Officer. Key departures included LTC Cynthia Rasmussen in November, Ms. Desiree Canty (HRC) in May, Ms. Sarah Embry (HRC) in September, and LTC Nathan Lewandoski (TPU) in July.

### **Fort McCoy, WI**

- COL William Diefenbach (TPU) Command Surgeon
- COL John Wiley (TPU), Deputy Command Surgeon
- SGM Cardell Gentry (TPU) Chief Medical NCO
- MAJ John Evan (AGR) Nurse Administrator (assigned Jun 2011)
- SFC Gary Wollin (AGR) Health Care NCO
- Ms. Sarah Embrey (CIV) Health Readiness Coordinator (AGR Sep 2011)
- Ms. Jenna Collins (CIV) Health Readiness Coordinator (as of Nov 2011)
- Mr. Jerry Nelson Director of Psychological Health (contractor – assigned Jun 2011)

### **Active Duty Operational Support Reserve Component (ADOS-RC) Case Management Staff**

- MAJ Patrick Hansen Case Manager (as of Aug 2011)
- 1LT Amy Paudler Case Manager (as of July 2011)
- SPC Kevin Dever Case Reviewer
- SPC Jose Moreno Case Reviewer (as of Aug 2011)

### **Fort Snelling, MN**

- LTC Andy Aarstad (AGR) Medical Plans Officer (Surgeon's Office)
- LTC Cindy Rasmussen Contingency Operations – Active Duty for Operational Support (CO-ADOS), Behavioral Health Officer (retired Nov 2011)

### **CO-ADOS Medial SRP Team Support**

- LTC(P) JoDene Strong Medical SRP Officer in Charge (OIC)
- COL Angel Perez Physician
- LTC Anthony Russell Physician
- LTC Judy Fryover Nurse Practitioner
- CPT Beverly Hutchinson Nurse Practitioner
- CPT Rusty McDonald Physician Assistant
- SFC Dale Stanger Medical SRP Non-Commissioned Officer in Charge (NCOIC)

### **ADOS-RC Case Management Staff**

- CPT Robert Dillon Case Manager
- CPT Colleen Pahl Case Manager
- 1LT Jacqueline Sieber Case Manager



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➤ The 88th RSC Surgeon's Office continued to support the Soldier Readiness Processing Mission at Fort Snelling, MN. Led by LTC (P) JoDene Strong, the 88th RSC medical SRP team medically evaluated over 3100 mobilized Soldiers during CY 2011. The medical SRP team also provided core support to the main Surgeon's Office mission at Fort McCoy. LTC (P) Strong managed the profile request utility mailbox and provided first review to thousands of profile requests from both the field and case management staff. The SRP physician staff along with Colonel Wiley and Colonel Diefenbach processed close to 4000 profiles for the year.

### **Source Documentation**

- 88th RSC Share point Site/Special Staff/Surgeon
- USARC Profile Request Packet (revised)
- Surgeon's Performance Metrics CY 2011
- Profile Evaluation Process
- 88th RSC Surgeon Smart Book (working copy)
- Case Management SOP (various documents)

### **Reference Files**

- AR 40-501 Standard of Medical Fitness
- AR 40-400 Patient Administration
- AR 40-66 Medical Record Administration and Health care Documentation
- AR 635-40 Physical Evaluation for Retention, Retirement, Separation
- USARC Surgeon's Manual
- USARC Surgeon's Website: <https://www.us.army.mil/suite/page/519750>
- PDHRA Program Information Link:  
<http://www.usar.army.mil/arweb/soldiers/Pages/PDHRA.aspx>
- 88th RSC Surgeon SharePoint:  
<https://xtranet/Organization/MSCs/RSCs/88RSC/Surgeon/Shared%20Documents/Forms/AllItems.aspx>

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### **88th RSC ARMY RESERVE AMBASSADOR PROGRAM**

#### **Executive Summary**

The Army Reserve Ambassador Program, as a tool of the Army Reserve's Strategic Outreach initiatives, was established in April 1998 so that private citizens can help to promote awareness of the USAR and the identified goals and objectives of the Chief, Army Reserve (CAR).

The Army Reserve Ambassador (ARA) Program for the 88th RSC was established as a result of the 2005 BRAC, with the disestablishment of the 70th, 88th, 89th and 96th RRCs, and assimilation of respective ARAs from the former RRCs under the 88th RSC, at Fort McCoy, WI. A new USAR Ambassador Strategic Outreach Coordinator (ASOC) was hired on 5 December 2010, assumed by Mrs. Katherine Bissonette, a retired Sergeant Major and former management analyst within the Resource Management Office (RMO), 88th RSC. In CY 2011, as the ASOC, Mrs. Bissonette works as part of the 88th RSC Command Group and reports directly to the 88th RSC Chief of Staff (COS), Ms. Rosemary Denman.

- ARAs are:
  - Private Citizens that help to promote awareness of the Army Reserve.
  - On the Department of Army Protocol Precedence List (VIP Code 5) – Major General equivalent. This is a key means by which Ambassadors are able to effectively execute their responsibilities.
  - Special Government Employees that represent the Chief, Army Reserve (CAR) without salary, wages or related benefits.
  - Nominated by RSC/GO Commanders.
  - Not an employee of the Federal Government; or a Federal elected or appointed official.
  - Boarded by each RSC and recommendation packets are submitted by order of preference to OCAR.
  - Appointed by the CAR for an initial 3-year term.
  
- ARA duties include:
  - Improve the understanding and the knowledge of the Army Reserve within the business communities and social sectors across America.
  - They educate the public, community leaders, and congressional staff offices about the capabilities and the value of the Army Reserve and the Soldiers who live and work in their communities.
  - They convey Army Reserve messages to external and internal audiences in order to have the Army Reserve's significant and relevant contributions clearly understood and supported.
  - They work to support recruiting efforts by assisting community and business leaders in recognizing that the Army Reserve strengthens the Soldiers, the community and the Nation.
  - Reach out to Soldiers and Families during the difficult times of deployment and the excitement of "Welcome Home" ceremonies while facilitating community support.
  - They support the CARs Employer Partnership Program.

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- They support the Secretary of the Army's Community Covenant.
- They work with their area Legislative Liaison, Employer Support Guard/Reserve (ESGR) contacts, Civilian Aides to the Secretary of the Army (CASAs), Employer Partnership Program Support Managers, and Family Readiness Groups on key Soldier issues; including those that may have strategic implications across the AR.
- They engage with Community/Government/ Business leaders to tell the Army Reserve Story.
- They help to enlighten business and social sector organizations recognize the contributions of Army Reserve Soldiers and their Families.

### **Mission and Organization**

#### **Mission**

The 88th RSC ASOC is the primary point of contact for all Regional ARA program functions. Responsible for keeping regional ARAs, general officer equivalent positions, apprised of new developments and legislative changes to maintain ARA motivation in support of the CAR's vision for the USAR. Assists ARAs make regular contact with community representatives to discuss strategic publicity trends to increase the American public's awareness of the USAR presence within the communities, and develops and maintains effective working relationships with regional ARAs, senior Army officials, Members of Congress, and agency leadership.

#### **Organization**

- The ARA Program has one Program Manager assigned to the 88th RSC, located at Fort McCoy, WI.
- The 88th RSC has 35 appointed ARAs, five of whom are Emeritus, and currently has ARA coverage in all 19 states throughout the 88th AOR.
  - To provide lasting recognition for outstanding service, the CAR may offer the appointment of ambassador emeritus to ambassadors previously associated with the active program. The designation of an individual as "Ambassador Emeritus to the Chief, Army Reserve" is permanent and is effective upon notification or as indicated by the CAR.

### **ARA Highlights for 1 January 2011 through 31 March 2011**

➤ Received 90 percent (27 of 30) submission rate for reports from ARAs in the second quarter, FY 2011 (January-March 2011), and two of five Emeritus Ambassadors. These reports discuss ARA attendance, support and participation in 340 events or activities. Highlights for this quarter include the following.

**Legislative Engagement.** 88th RSC ARAs participated in 65 legislative engagement events. 88th RSC ARAs established communication throughout the region with newly elected officials as well as incumbents. ARA Team Minnesota is engaged in a pilot legislative engagement plan, establishing a template for the region. ARAs from Oregon, Ohio, Washington and Wisconsin are using the template to continue coordination with respective legislative officials in their states.

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**Employer Partnership Program (EPP) and Employer Support of the Guard and Reserve (ESGR).** The 88th RSC ARAs participated in 46 major EPP events. ARA Bauman (MI) and ARA Loop (OR) were very active with employment programs and ESGR within their areas.

**Yellow Ribbon Reintegration Program (YRRP).** Select 88th RSC ARAs attended YRRP events (Jan, Feb, Mar), both through the 88th RSC and unit lead events 1, 2, 3 and 4, ARA participating in 28 events.

**Community Covenants.** 88th RSC ARAs were instrumental in initiating/supporting three community covenant signings / ceremonies.

**U.S. Recruiting Command (USAREC) Recruiting Partnership Councils (RPCs) and Synergy Events.** The 88th RSC ARAs participated in 16 USAREC events.

**U.S. Cadet Command (USACC) ROTC Events.** The 88th RSC ARAs participated in 12 USACC events.

**Public Outreach.** The 88th RSC ARAs participated in 13 outreach events / activities, serving as keynote speakers in four of these events.

**Media Events.** The 88th RSC ARAs participated in eight media events.

**Soldier / Family / Veteran Support.** The 88th RSC ARAs participated in 107 events / activities. ARA Haugo (MN) and ARA Gasdek (WY) were very active with Veteran's Affairs and Veteran's groups throughout the quarter.

**Deployment Ceremonies.** The 88th RSC ARAs participated in 13 deployment/ redeployment ceremonies. The 88th ARAs participated in four Welcome Home Warrior Citizen Ceremonies.

### **ARA Highlights for 1 April 2011 through 30 June 2011:**

➤ Received 96 percent (26 of 27) submission rate for reports from ARAs in the third quarter, FY11 (April-June 2011), and three of six Emeritus Ambassadors. These reports discuss ARA attendance, support and participation in 339 events or activities. Highlights for this quarter include the following:

**Legislative Engagement.** 88th RSC ARAs participated in 29 legislative engagement events. 88th RSC ARAs continue engagement and communication throughout the region with elected officials at the local, State and Federal levels. ARA Team Ohio coordinated a meeting and engaged their Federal Congressional Staffers utilizing the pilot legislative engagement plan for the region. ARAs from Kansas and Missouri are formulating their plan with respective legislative officials in their states.

**EPP and ESGR.** 88th RSC ARAs participated in 47 major EPP events. ARA Bauman (MI) and ARA Haugo (MN) were very active with employment programs and ESGR within their areas.

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**Yellow Ribbon Reintegration Program (YRRP).** Select 88th RSC ARAs attended YRRP events (April, May, June), both through the 88th RSC events 4, 5 and 6 as well as unit lead events 1, 2, and 3. ARAs participated in 9 events.

**Community Covenants.** 88th RSC ARAs were instrumental in initiating/supporting 4 community covenant signings / ceremonies.

**USAREC RPCs and Synergy Events.** 88th RSC ARAs participated in 29 USAREC events.  
**USACC and ROTC Events.** 88th RSC ARAs participated in 17 events.

**Public Outreach.** 88th RSC ARAs participated in 62 outreach events / activities, serving as keynote speakers in several of these events.

**Media Events.** 88th RSC ARAs participated in 9 media events.

**Soldier / Family / Veteran Support.** 88th RSC ARAs participated in 104 events / activities. ARA Loop (OR) and ARA Gibbens (IN) were very active with Veteran's Affairs and Veteran's groups throughout the quarter.

**Deployment Ceremonies.** 88th RSC ARAs participated in 7 deployment/redeployment ceremonies. To add, 88th ARAs participated in 2 Welcome Home Warrior Citizen Ceremonies.

➤ **Additional Duties.** The ARA Coordinator in concert with a select process action team developed and deployed an employee satisfaction survey. The survey was administered on line and we received a viable sample of the employee population. Overall, the staff which included DA Civilians, Military Technicians, Active Guard Reserve Soldiers, TPU Soldiers and contractors were summarily satisfied with their position, work environment and leadership. Open ended questions identified issues and concerns which were identified and given to the Command Staff and Directors for resolution.

### **ARA Highlights for 1 July 2011 through 30 September 2011:**

➤ Received 92 percent (26 of 27) submission rate for reports from ARAs in the fourth quarter, FY 2011 (July-September 2011), and four of seven Emeritus Ambassadors. These reports discuss ARA attendance, support and participation in 285 events or activities. Highlights for this quarter include the following:

**Legislative Engagement.** The 88th RSC ARAs participated in 35 legislative engagement events. The 88th RSC ARAs continue engagement and communication throughout the region with elected officials at the local, State and Federal levels. The ARA Team in Missouri coordinated a meeting and engaged their Federal Congressional Staffers on both the Western and Eastern regions of the State with the Legislative Liaison and the Commander as well as touring new facilities.

**EPP and ESGR.** The 88th RSC ARAs participated in 26 major EPP events. ARA Bauman (MI) and ARA Gibbens (IN) were very active with employment programs and ESGR within their areas.

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**Yellow Ribbon Reintegration Program (YRRP).** Select 88th RSC ARAs attended YRRP events (July, August, September), both through the 88th RSC events 4, 5 and 6 as well as unit lead events 1, 2, 3 and 3. ARAs participated in 9 events.

**Community Covenants.** The 88th RSC ARAs were instrumental in initiating/supporting 6 community covenant signings / ceremonies.

**USAREC RPCs and Synergy Events.** The 88th RSC ARAs participated in 14 USAREC events.

**USACC and ROTC Events.** The 88th RSC ARAs participated in 4 USACC events.

**Public Outreach.** The 88th RSC ARAs participated in 35 outreach events / activities, serving as keynote speakers in several of these events.

**Media Events.** The 88th RSC ARAs participated in 7 media events.

**Soldier / Family / Veteran Support.** The 88th RSC ARAs participated in 125 events / activities. ARA Loop (Oregon) and ARA Gasdek (Wyoming) were very active with Veteran's Affairs and Veteran's groups throughout the quarter.

**Deployment Ceremonies.** The 88th RSC ARAs participated in 10 deployment/redeployment ceremonies. In addition, the 88th ARAs participated in 2 Welcome Home Warrior Citizen Ceremonies.

### ➤ **Additional Duties.**

**Survey.** Developed a Garrison Tenant Satisfaction survey with Command Group, Headquarters, Fort McCoy, July 2011. The Garrison deployed the survey upon direction and approval of the Senior Mission Commander, MG Lesniak. Only key personnel in tenant organizations participated in the survey, which was briefed back to MG Lesniak.

**Army Emergency Relief (AER).** At the direction of the CAR and the CG, the 88th RSC assisted National AER Program with a Pilot Program for the 19 State Region. The program was to educate the staff and assist Soldiers and Families as needed. Selected by the COS as an Alternate Point of Contact for AER assistance for Soldiers and Families. Briefed the 88th RSC Staff on the AER Program and eligibility requirements.

### **ARA Highlights for 1 October 2011 through 31 December 2011:**

➤ Received 93 percent (25 of 27) submission rate for reports from ARAs in the first quarter, FY 2012 (October-December 2011), and four of seven Emeritus Ambassadors. These reports

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discuss ARA attendance, support and participation in 445 events or activities. Highlights for this quarter include the following:

**Legislative Engagement.** The 88th RSC ARAs participated in 49 legislative engagement events. The 88th RSC ARAs continue engagement and communication throughout the region with elected officials at the local, State and Federal levels. ARA Team Washington coordinated a meeting and engaged their Federal Congressional Staffers on both the Western and Eastern regions of the State with the Legislative Liaison and the Commander as well as touring facilities.

**EPP and ESGR.** The 88th RSC ARAs participated in 36 major EPP events. ARA Bauman (MI) and ARA Gibbens (IN) were very active with employment programs and ESGR within their areas.

**Yellow Ribbon Reintegration Program (YRRP).** Select 88th RSC ARAs attended YRRP events (October, November, December), both through the 88th RSC events 4, 5 and 6 as well as unit lead events 1, 2, 3 and 4. ARAs participated in 11 events.

**Community Covenants.** 88th RSC ARAs were instrumental in initiating/supporting 3 community covenant signings / ceremonies.

**USAREC RPCs and Synergy Events.** 88th RSC ARAs participated in seven USAREC events.

**USACC and ROTC Events.** 88th RSC ARAs participated in three USACC events.

**Public Outreach.** 88th RSC ARAs participated in 111 outreach events / activities, serving as keynote speakers in several of these events.

**Media Events.** 88th RSC ARAs participated in 12 media events.

**Soldier / Family / Veteran Support.** 88th RSC ARAs participated in 165 events / activities. ARA Loop (Oregon) and ARA Bauman (Michigan) were very active with Veteran's Affairs and Veteran's groups throughout the quarter.

**Deployment Ceremonies.** 88th RSC ARAs participated in 10 deployment/redeployment ceremonies. To add, 88th ARAs participated in 2 Welcome Home Warrior Citizen Ceremonies.

**Other Standard Events.** 88th RSC ARAs participated in 38 conference calls and other administrative functions.

### Supporting Documents

- 2011 Annual History 88th RSC RMY RESERVE AMBASSADOR PROGRAM
- 88th RSC 1st Qtr FY12 Memo
- 88th RSC 1st Qtr FY12
- 88th RSC 2nd Quarter Memo report
- 88th RSC 2nd Quarter Report

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- 88th RSC 3rd Qrt Report Sheets
- 88th RSC 3rd Quarter Memo report
- 88th RSC 4th Qtr Report
- 88th RSC 4th Qtr report memo
- 88th RSC AR Ambassador -brochure
- 88th\_RSC\_Briefing\_Employee Survey
- AER Slide
- AMB 88th RSC Briefing Slides
- AMB Basic Brief
- AMB Conference Notes
- Army Reserve Ambassador Prospectus
- Army Reserve Ambassador Speakers Platform
- Best Practices Brief
- BGBerryIntroletter
- Exit Interview Template
- Garrison Tennant Survey
- MN Congressional Brief – Copy
- National ARA Brochure

### **Reference File**

- Army Regulation 140-1, Mission, Organization and Training, Chapter 9

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### OFFICE OF THE COMMAND HISTORIAN

#### Executive Summary

For the majority of this calendar year the Command Historian, Ward Zischke, was deployed to Iraq in support of the Operation New Dawn (OND) which began in September of 2010. Even though the majority of the Historian's efforts were directed at getting ready for deployment and supporting the unit he was attached to, he was still able to collect information that was relevant to the 88th RSC in the form of documents, photographs, and artifacts. The 2010 Annual History was completed in July of 2011 by the Chief of Staff, Rosemary Denman, and Mary Loo Tomko.

#### Mission and Organization

Develop, publish, and direct the RSC Command History Program. Provide advice and recommendations to the Commanding General, the command leadership, supported commands and subordinate units on USARC historical policy, operations, developments, as well as exercise overall staff responsibility for military history within the region.

#### Significant Events and Operations

- In January the 88th RSC Historian was mobilized for deployment to Iraq as the commander of the 20th Military History Detachment (MHD).
- While mobilized, Mr. Zischke went to the Center of Military History at Fort McNair in Washington, DC, for some refresher training on MHD tasks. While he was there he turned in the 100 percent inventory that he had conducted on the artifacts of the 88th RSC and disposed of two items that were erroneously left on the inventory. In addition, he contacted and visited the Old Guard historian. The Old Guard Historian downloaded electronic copies of documents the 88th RSC Historian had made of the 3rd Battalion of the 3rd Infantry Regiment materials. These 3rd Infantry Regiment documents, when it was subordinate to the 88th Army Reserve Command, filled a void in the materials of the Old Guard historian's records. The Third Infantry Regiment was part of the 205th Infantry Brigade (Separate). The 205th was one of only three separate infantry brigades in the Army Reserve before it was inactivated in 1994.
- While at Fort McNair, Mr. Zischke received a copy of the book entitled, *The Tip of the Spear*. One chapter of this book is entitled, "Good Friday Ambush," which featured the 724th Transportation Company of the 88th Regional Readiness Command (RRC), and provides details on the actions on the 22 of April 2004 that eventually lead to the death of SGT Mathew Keith (Matt) Maupin. The Wall of Heroes and paintings in honor of SGT Maupin are in the back entryway of the 88th RSC Building on Fort McCoy.
- While in theater, Mr. Zischke was able to collect some history pertaining to the 88th RSC. For example, he was able to interview a Soldier named Josh Tverberg about his experiences as a member of the 88th RRC Soldiers Readiness Processing (SRP) Team at Fort Snelling as well as interview Soldiers from the 256 Combat Support Hospital (CSH). The 256 CSH is located in the state of Ohio which is in the 88th RSC and former 88th RRC's AOR. While in Iraq Mr. Zischke was able to recover the banner for the 457th Transportation Company which was a unit under the

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88th RRC that deployed to Iraq in 2004. The banner for the 457th Transportation Company from Fort Snelling, MN, is now part of the historical collection of the 88th RSC.

➤ On 3 November, upon return from deployment Mr. Zischke reassumed the full time duties of the 88th Historian. In the remaining two months of CY 2011, he assisted historians from the 86th Training Division (TD) and 103rd Expeditionary Sustainment Command (ESC) with their historical programs and reopened the 88th RSC Historical Collection Room and Library.

### **Source Documents**

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- *Tip of the Spear: U.S. Army Small-Unit Action in Iraq, 2004-2007*, Jon T. Hoffman, General Editor
- TVERBERG, JOSHUA, L., PAD BROADCAST NCO

### **Reference Files**

- AR 870-20, Army Museums, Historical Artifacts, and Art, 11 January 1999
- AR 1-33, the Army Memorial Program, 30 May 2006
- AR 870-5, Military History, Responsibilities, Policies, and Procedures, 21 September 2007

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## GLOSSARY

### Acronyms

AB	Army Bands
ACLS	Administration and Civil Law Services
ACSIM	Assistant Chief of Staff for Installation Management
ADA	Anti Deficiency Act
ADD	Active Duty Death
ADPAAS	Accountability Assessment System
ADSW	Active Duty for Special Work
AEM	Area Environmental Manager
AEPS	Area Environmental Protection Specialist
AER	Army Emergency Relief
aFOS	Area Facility Operations Specialist
AFRC	Armed Forces Reserve Center
AGR	Active Guard Reserve
AMSA	Area Maintenance Support Activity
AO	Action Officer
AOR	Area of Responsibility
AR	Army Reserve
ARA	Army Reserve Ambassadors
ARCOM	Army Reserve Command
ARIM	Army Reserve Installation Management
ARIR	Army Reserve Internal Review
ASF	Aviation Support Facility
ASIP	Army Stationing and Installation Plan
AT	Annual Training
AT	Anti-Terrorism
AUSA	Association of the United States Army
AWT	Army Warrior Task
BASOPS	Base Operations
BEC	BRAC Environmental Coordinator
BMA	Branch Maintenance Activities
BMAR	Backlog Maintenance and Repair
BRAC	Base Realignment and Closing
BRM	Base Operations Support Requirements Model
C2	Command and Control
CAST	Chaplain Annual Sustainment Training
CER	Cost Estimate Relationship
CES	Civilian Education System
CFC	Combined Federal Campaign
CFC	Customer Focus Conference
CFLCC	Coalition Forces Land Component Command
CIG	Command Inspector General
CIS	Client Information Services
CO-ADOS	Contingency Operation for Active Duty Operational Support

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COP	Contingency Outpost
COOP	Continuity of Operations
COR	Contracting Officer Representative
CSDP	Command Supply Discipline Program
CSS	Customer Service System
CSTX	Combat Support Training Exercise
CVAMP	Core Vulnerability Assessment Management Program
DA	Department of the Army
DAC	Department of Army Civilian
DERA	Defense Environmental Restoration Act
DES	Directorate of Emergency Services
DIG	Deputy Inspector General
DMS	Director of Medical Services
DOL	Directorate of Logistics
DPW	Directorate of Public Works
DRC	Direct Reporting Commands
DSJA	Deputy Staff Judge Advocate
DTS	Defense Travel System
E2FA	Engineering and Environmental Facility Assessment
ECO	Energy Conservation Opportunity
ECS	Equipment Concentration Site
EFT	Electronics Funds Transfer
EJAT	Enlisted Judge Advote Training
EMAAR	Engineer Management Automation Army Reserve
EMS	Engineer Management System
ENBOSS	Engineering & Base Operations Support System
EPA	Environmental Protection Agency
ESHP	Environmental, Safety, Health, and Preservation
FACID	Facility Identification Code
FC	Facility Coordinator
FIRS	Fire Incident Reporting System
FLIPL	Financial Liability Investigation of Property Loss
FM&C	Financial Management and Control
FORMDEPS	FORSCOM Mobilization and Deployment Planning System
FORSCOM	Forces Command
FOS	Facility Operations Specialist
FRG	Family Readiness Group
FTS	Full Time Support
FTX	Field Training Exercise
GFEBs	General Fund Enterprise System
GPC	Government Purchase Card
GTC	Government Travel Card
HM	Hazardous Materials
HQDA	Headquarters Department of the Army
HVAC	Heating, Ventilation, and Air Conditioning
HW	Hazardous Waste

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IADT	Initial Active Duty Training
IAW	In Accordance With
ICE	Interactive Customer Evaluation
ICW	In Coordination With
IDS	Intrusion Detection System
IDT	Inactive Duty Training
IET	Initial Entry Training
IFS	Installation Facility System
IGARS	IG Action Request System
IGE	Independent Government Estimate
IMCOM	Installation Management Command
INSNO	Installation Number
ISR	Installation Status Report
ISR-I	Installation Status Report – Infrastructure
ISR-NI	Installation Status Report – Natural Infrastructure
ISR-S	Installation Status Report – Services
ISR-SBC	Installation Status Report – Service Based Costing
LAN	Local Area Networks
LED	Light Emitting Diode
LIK	Lodging-in-Kind
LINKS	Lasting Intimacy through Nurturing, Knowledge and Skills
LTA	Local Training Area
MACOM	Major Command
MAR2	MOS Administrative Review Boards
MCAR	Military Construction, Army Reserve
MEB	Medical Evaluation Board
MEP	Military Equipment Park
MFH	Military Funerals Honors
MICC	Mission and Installation Contracting Command
MICP	Manager’s Internal Control Program
MilTech	Military Technician
MJO	Military Justice Online
MOS	Military Occupational Specialty
MSC	Major Subordinate Commands
MSPB	Merit Systems Protection Board
NCOER	Non-Commissioned Officer Evaluation Report
NFPA	National Fire Protection Association
NLT	Not Later Than
NOK	Next of Kin
NPDES	National Pollutant Discharge Elimination
OER	Officer Evaluation Report
OFTS	Operational, Functional, Training, and Supported
OIC	Officer-in-Charge
OIP	Organization Inspection Program
OMS	Organizational Maintenance Shop
OSHA	Occupational Safety and Health Act

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PAI	Plans Analysis and Integration
PDCA	Plan, Do, Check, and Act
PDHRA	Post Deployment Health Reassessment
PICK	Premarital Interpersonal Choices and Knowledge
PIN	Personal Identification Numbers
PM	Preventive Maintenance
PO	Permanent Order
PPRL	Permanent Promotion Recommended List
PR&C	Purchase Request & Commitment
PREP	Prevention and Relationship Enhancement Program
PROJDOC	Module in ENBOSS
PSU	Port Security Unit
QAR	Quality Assurance Representative
QASP	Quality Assurance Surveillance Plan
RCSBP	Reserve Component Survivor Benefits Plan
REC	Record of Environmental Consideration
RFMSS	Range Facility Management and Support System
RISER	Resource Information System, Engineer, Reserves
RMO	Resource Management Office
ROCAA	Reserve Orientation Course Active Army
RPLANS	Real Property Planning and Analysis System
RPMA	Real Property Maintenance Activities
RPMB	Real Property Management Board
RPSC	Regional Personnel Service Center
RRC	Regional Readiness Command
RSC	Regional Support Command
RSG	Regional Support Group
RSO	Retirement Services Officer
RTU	Reinforcement Training Unit
SBP	Survivor Benefits Plan
SES	Supervisory Equipment Specialist
SGS	Staff General Secretary
SMS-CM	Security Management System – Countermeasure
SOP	Standard Operating Procedure
SOH	Safety Occupational Health
SRM	Sustainment, Restoration, and Modernization
SRPC	Soldier Readiness Processing Centers
TDA	Table of Distribution of Allowances
TPU	Troop Program Unit
TSC	Theater Support Command
TSCA	Toxic Substances Control Act
UIC	Unit Identification Code
UMT	Unit Ministry Team
UMMCAR	Unspecified Minor Military Construction Army Reserve
USACAPOC	United States Army Civil Affairs & Psychological Operations CMD
USAR	United States Army Reserve

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USARC	United States Army Reserve Center
USARC	United States Army Reserve Command
USASMA	United States Army Sergeants Major Academy
USASOC	United States Army Special Operations Command
USO	United Service Organization
USR	Unit Status Report
VA	Veterans Administration
WAWF	World Area Work Flow
WMD	Weapons of Mass Destruction
YRRP	Yellow Ribbon Reintegration Program

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### Attachments

#### **Office of the Command Chaplain**

11 88th SB Flyer FY11.pptx  
11 88th Area II MOI CAST Kansas City.docx  
11 Army Reserve Policy for the Execution of Stong Bonds 1 June 2010.doc.docx  
11 Candidate TPU to TPU Assignment Process.docx  
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11 CAST Event Map FY11.ppt  
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11 Strong Bonds MOI FY 2011.pdf  
11 Strong Bonds Denver Leader Agenda.docx  
11 Strong Bonds Participant MOI.pdf

#### **Directorate of Emergency Services (DES)**

10-1 DES Functions.pdf  
Annex A – Locations.xlsx  
Annex B – White Paper on PS and AT – 7 FEB 11.docx  
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Annex \_B.2\_to OPORD\_12.002.xlsx  
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#### **Directorate of Human Resources (DHR)**

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**Directorate of Plans and Training (DPT)**  
06 JAN 11 G33 Synch DCO slide deck (2).ppt  
08 DEC 11 G33 Sync Slides 88RSC Update 22 Nov (2).pptx  
09 Jun 11 G33 Synch DCO Update Slide (2).pptx  
10 NOV 11 G33 Sync Slides.draft.pptx  
100 Metric Definitions.pdf  
12 MAY 11 88 RSC Update Slide.pptx  
12 May 11 MSC CAT Percents and charts to be completed.pptx  
123.pptx  
13 Oct 11 G33 Sync Slides Modified.ppt  
13 Oct 88th\_RSC\_SCARS\_(GENERAL).docx  
14 April 11 88 RSC Update Brief.pptx  
15 Sep 11 G33 Sync Subord CMDs Slides DRAFT.pptx  
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0-Real Property Audit Preparation Plan (Handbook) v26 Aug 09.docx  
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04-Lewis-88th RSC Master Planning Customer Focus.pptx  
05-Flumerfelt Unit Participation in the Planning and Construction Process.pptx  
06-PAI CFC 2011.pptx  
07-Naeseth Energy and Corp Plan.pptx  
08A-Wendler-BRAC 2011 BRAC Summary Mar11.pptx  
08B-88th RSC BRAC, Customer Focus Brief,9 Apr11.ppt  
09A-ISSA CFC slidesv3.pptx  
09B-Rivera-88th RSC Service Contract Customer Focus.pptx  
09C-Customer Foucus ISR-I.pptx  
10-Brief – CustomerFocus2011-4Mar11.pptx  
11-Dalinis-DPW (JMD) Ops Final Customer Focus Conference Breifing 08 April 2011.pptx  
12-Carlson-DPWSI Brief.pptx  
13-CSS\_Briefing.pptx  
14-Lewis-CRCC\_Slides FY11.pptx  
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Enclosure 3 88th RSC REC Routing Procedure.pdf  
Enclosure4 – 1-N List.xlsx  
Enclosure 4 88th RSC CSS REC Routing Procedure.pdf  
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**Headquarters and Headquarters Company (HHC)**  
10 SEP 11 Training Schedule.pdf  
10-11 December 2011 Training Schedule.pdf  
12-13 MAR 11 Training Schedule.pdf  
12-14 AUG 11 Training Schedule.pdf  
14-16 October 2011 Training Schedule.pdf  
14-15 MAY 11 Training Schedule.pdf  
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IDT Request Form.xlsx  
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### **Office of the Inspector General (IG)**

CG Inspection Directive FY12 Special Inspection – Facility BASOPS Support.pdf  
Concept Memo FY11 IG Special Inspection - 88th RSC DES Intel Oversight.pdf  
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### **Information Management Office (IMO)**

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### **Office of the Internal Review (IR)**

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### **Plan, Analysis and Integration Office (PA&I)**

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New LOD Map.ppt

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USAR Structure.pptx

### **Public Affairs Office (PAO)**

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### **Resource Management Office (RMO)**

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20111102-A-SN704-015 Town Hall Best Team of the Quarter.jpg

Cert Tm of Qtr.pdf

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### **Safety and Occupational Health Office (SOH)**

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### **Office of the Staff Judge Advocate (SJA)**

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### **Office of the Surgeon**

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### **USAR Ambassador Strategic Outreach Coordinator**

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